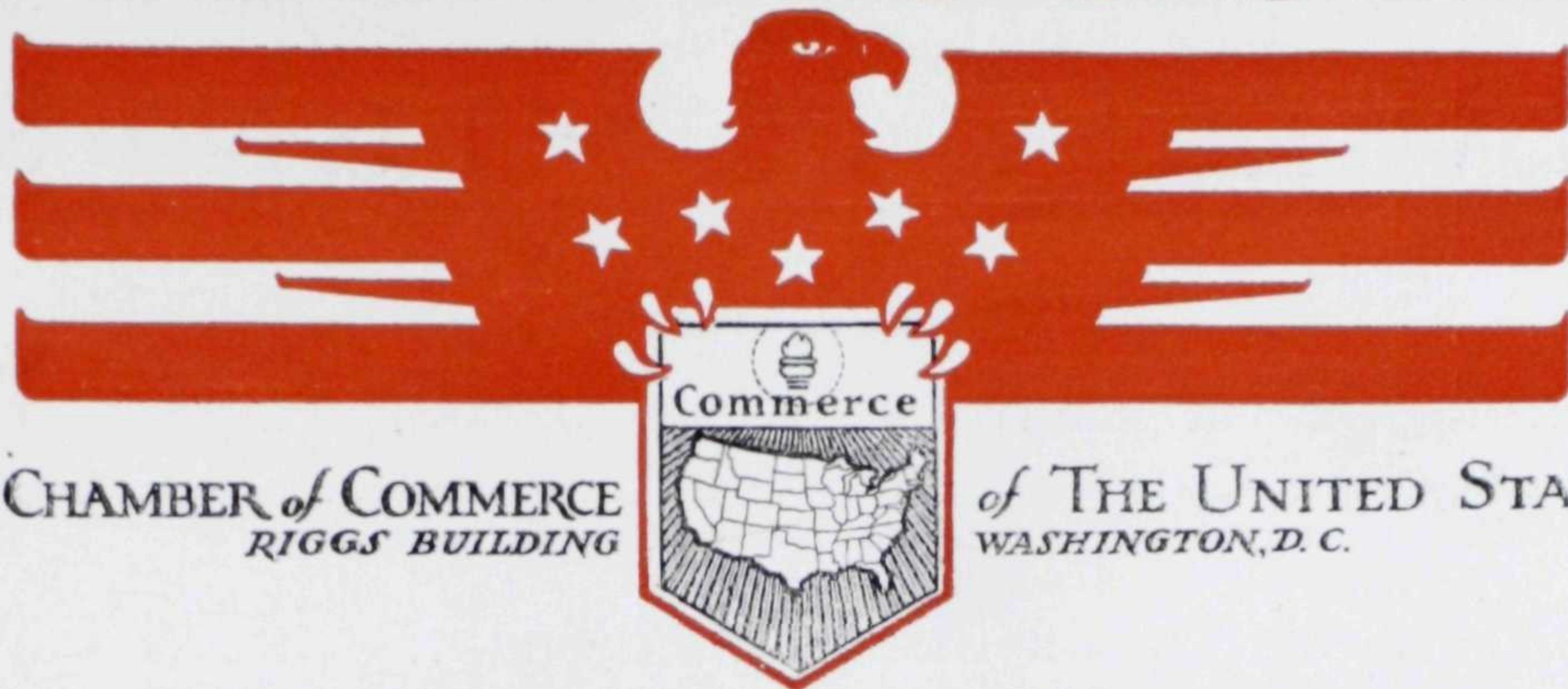


THE Nation's Business

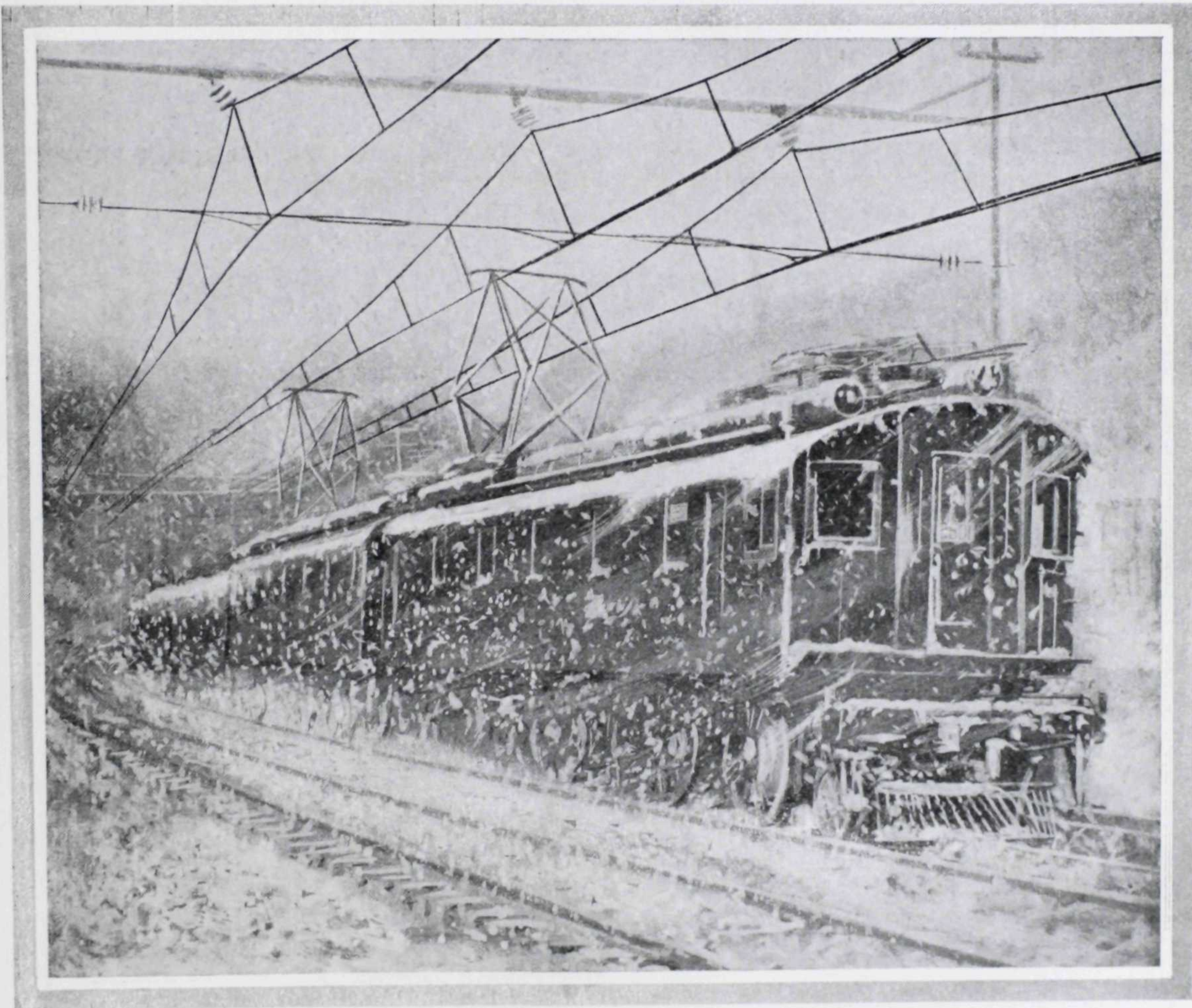
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Is a Tariff Commission in Sight?
Congress and the Shipping Bill
American Business in Russia

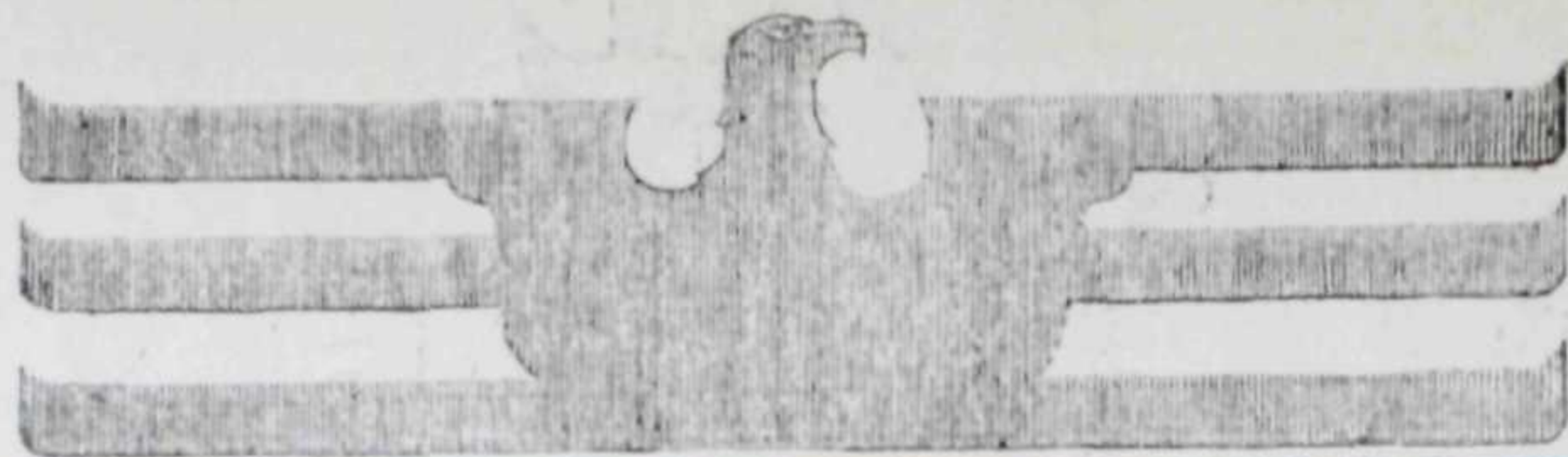


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THE NATION'S BUSINESS



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THE NATION'S BUSINESS is the official monthly publication of the Chamber of Commerce of the United States of America and, as such, carries authoritative notices and articles in regard to the activities of the Chamber, its Board of Directors and Committees. In all other respects it is a magazine for business men and the Chamber is not responsible for the contents of the articles or for the opinions to which expression is given.

FEBRUARY, 1916

COMMERCE IN THE MONTH'S NEWS

THE Fourth Annual Meeting of the Chamber of Commerce of the United States registered a one hundred per cent growth over the preceding one. A thousand delegates and alternates met in the New Willard Hotel and the Pan American Union for the sessions of 1916, as compared with a little over five hundred the preceding year, with an equally remarkable increase in the number of organizations represented. In the addresses by eminent speakers, the comprehensive reports of the Chamber's committees, the discussions and debates and other features, the gathering was truly a noteworthy one and an evidence of the solid and wholesome growth of what has now come to be truly the largest institution of its kind in the world. The members of the National Chamber and their guests were fortunate in listening not only to business problems of insistent and timely importance expounded to them by men of authority, but in hearing two Cabinet officers set forth the viewpoint of the administration on problems that vitally concern business men, while the President himself spoke on the national aspects of business and complimented the Chamber on its growth. The sessions of the Chamber's annual gathering were heralded by the daily press throughout the country as meetings of national importance to business men at a time of critical significance in our country's history.

The Fourth Annual Meeting

IN bidding goodbye to the presiding officer of the Chamber's activities for the last two years, THE NATION'S BUSINESS, we are certain, voices the solidly unanimous opinion of the Chamber's membership in expressing the obligations of organized American business as represented in the Chamber to his devotion and efficiency. To the new President, whose choice has inspired not only wholehearted approval but pleasure as well, the organization confidently submits the direction of its affairs. In Part II of this number, are given the proceedings of the Fourth Annual Meeting including the story of the sessions, an account of the election of officers, the resolutions adopted, the principal addresses and the reports of the committees presented.

The New Officers

* * * * *

THE gist of President Wilson's message to business men, as set forth in his address before the Fourth Annual Meeting of the National Chamber, is that they carefully inform themselves as to the facts of commerce and industry and then they will deduce from those facts the conviction that business has properly nothing to do with party politics at all. The President rejoiced over his "confident hope" that we shall soon have a permanent non-partisan tariff commission and a real American merchant marine. He pointed out the value to business

The President's Message to Business Men

of the Federal Reserve Bank system and the Federal Trade Commission, and praised the work of the Department of



Room For All Under the New Umbrella—
"Bart" in the *News* (Minneapolis)

Commerce. Finally, he felicitated the National Chamber upon its growth and development and upon its service in the "digestion and comparison of views," the "frank assessment of the opinion of the business men" of the country, with regard to "all the great matters of public policy."

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DURING the past few weeks the President has been frankly telling Americans in widely separated parts of the country how fraught with peril is our present position in a world on fire with war and urging upon them the necessity for preparation. Business men have become deeply interested in this situation. It is their due to know what is involved. In these days when war means a contest of endurance, not so much of men, as of machines and the cooperation of the civilian producing classes behind the fighting lines, the business man's stake is perhaps greater than that of any other citizen. The National Chamber has had a national defense committee at work. Its report of progress with suggestions (which the Annual Meeting voted be formulated into a referendum at an early date) appears in Part II of this number.

National Defense and the Business Man

IN no branch of the world's commerce has the effect of the present world war been so apparent as in the business of shipbuilding and the carriage of freight by water. This has given further impetus to the already voluminous discussion that has marked our slow groping towards some real light on the vexed question of how to foster an American overseas merchant marine. The National Chamber—as has been set forth repeatedly in the pages of *THE NATION'S BUSINESS*—has gone on record in an unmistakable manner on the subject of the various efforts to better our position in the world's water-borne commerce. In its 9th referendum taken last June, the Chamber secured the opinion of American business men. Just what the American business world thinks of the much discussed Seamen's Act will be known with some definiteness after March 11 when the referendum vote closes on the questions sent out in Referendum No. 12. The Administration shipping bill—differing in its provisions from the one which failed to pass last winter—has been introduced in the House. This measure is treated more fully on page 6 this month. Comprehensive consideration, as given in the reports of the Chamber's special committee on Merchant Marine appears in

Part II of this issue of *THE NATION'S BUSINESS*, the "Proceedings" of the Annual Meeting, while on another page a presentation of the arguments pro and con on the Seamen's Law will be found.

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A permanent Tariff Commission is being actively urged during the present session of Congress. American business men have been fully persuaded on this question for years. The way has been blocked, however, by the politicians and the selfish beneficiaries of the unscientific method of making tariffs to which we have been so long accustomed. President Wilson has come out in favor of such a commission. He has urged upon the Democratic leader of the House, Chairman Kitchin of the Ways and Means Committee, the necessity for establishing an independent, permanent body, very similar to the one the National Chamber has always advocated. Representative Rainey has introduced the Administration bill, and another measure, going even farther than this, has been brought forward in the House by Mr. Doremus. On another page of this issue we report the tariff commission situation more in detail. Vested with appropriate powers, such a tariff commission would not only be a permanent scientific basis for tariff making but could accumulate very much fresh and valuable information and be of a great deal of service in the campaign of preparation for the struggle of peace which is to come after the war.

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TWO years ago, at its Annual Meeting, the National Chamber adopted resolutions strongly endorsing the principal of liberal preparations by the Federal Government for the promotion of vocational education in the states. A bill (described in these pages in November 1915) providing for such grants has been pending in Congress for some time. This phase of the training of young men and women for business careers has developed increasing interest throughout the country. At the Annual Meeting this month the Secretary of Commerce addressed the National Chamber on the subject (we print his address elsewhere) and the Chamber's Committee on Education made a report on this subject which was adopted by the Chamber. It commended the policy of Federal aid to vocational education in the states. It recommended, however, the establishment of a government board representing agriculture, industry, commerce and general education to advise the states in this matter.

Aiding Vocational Education



Uncle Sam (to his good South American customer): "Now, isn't there something else I can take your order for?"—Brinkerhoff in the *Evening Mail* (New York)

Is a Tariff Commission in Sight?

Now One of the Features of the Administration's Program

THE present administration is now on record in favor of a Tariff Commission. In two letters recently addressed to Representative Claude Kitchin, Chairman of the House Committee on Ways and Means, President Wilson presented a strong array of arguments for a Tariff Commission of the kind advocated by the Chamber of Commerce of the United States.

The Endorsement of the President

Expressing his deep concern over the future economic prosperity and development of the country, the President declared that "we ought to have some such instrumentality as would be supplied by a Tariff Board" if the Government is to be provided with "the necessary data to furnish a sound basis for the policy which would be pursued in the years immediately ahead of us, years which will no doubt be full of many changes which it is at present impossible even for the most prescient to forecast."

A wide field of usefulness is claimed by the President for the body he has in mind. It might, he says in his letter to Mr. Kitchin, be of great assistance to the Congress and the public and American industry by investigating

"the industrial effects of proposed or existing duties on products which compete with products of American industry; the conditions of competition between American and foreign producers, including all the essential facts surrounding the production of commodities at home and abroad; the volume of importation compared with domestic production; the nature and causes of the advantages and disadvantages of American as compared with foreign producers, and the possibility of establishing new industries or of expanding industries already in existence through scientific and practical processes in such a manner as substantially to promote the prosperity of the United States."

In order to avoid duplications of work, and to make all sources of official information available to the same end, the President would require the Tariff Commission to act in connection with "all appropriate agencies already in existence in the several departments of the government and even with appropriate agencies outside of the existing departments." Such a board, the President believes, if broadly enough empowered, might be

very helpful "in securing the facts on which to base an opinion as to unfair methods and circumstances of competition between foreign and domestic enterprises and as to the possibilities and dangers of the unfair dumping of foreign products upon the American market and the steps requisite and adequate to control and prevent it."

It Should Be Strictly Non-Partisan

In a second letter to Mr. Kitchin, the President expounds his change of viewpoint in the matter of a Tariff Commission and emphasized his belief that such a body as he proposes should under no circumstances have anything to do with theories of policy. They [the members of a tariff board], the President insists, would deal

"only with facts, and the facts which they

of business thought and action. The National Chamber has been committed to the idea since its second referendum when the ballot showed 715 votes for a commission and only 9 against it.

The sentiment of business men in favor of such a commission has been almost unanimous for years. In recent months the commission plan has also been endorsed by the more prominent agricultural organizations and by the American Federation of Labor. The Tariff Commission League has lent its aid in advocating action.

The Special Committee of the National Chamber has sent out to business men all over the country a summary of the functions of a Tariff Commission which would be adequate and comprehensive. The facts of industry and commerce must be determined so authoritatively that, when published, they will

command immediate confidence and general acceptance. In the opinion of the National Chamber's special committee, these functions can not be satisfactorily performed by the Bureau of Foreign and Domestic Commerce in the Department of Commerce and should not be imposed upon the Federal Trade Commission.

Provisions of the Administration Bill

The Administration bill was introduced on February 1 by Representative Rainey. An analysis of its chief points will show its scope and character.

The proposed body is to be known as the United States Tariff Commission. It is to be composed of five members appointed by the President and confirmed by the Senate, not more than three to be of the same political party.

The President is to designate the chairman and vice chairman. Members must not be actual or former members of either house of Congress, nor shall they engage in any other business.

The commission is to meet regularly in Washington, but may meet and exercise all its powers in any other place. The duties of this commission shall be, says the bill,

"to investigate the administration and fiscal effects of customs laws of this country now in force or to be hereafter enacted, the relations between the rates of duty on raw materials and finished or partly finished products, the effects of ad valorem and specific duties and of compound specific and ad valorem duties,

THE PRESIDENT BELIEVES WE ARE TO HAVE A TARIFF COMMISSION

There are some instrumentalities which we still lack and which I believe I can confidently predict we shall get. For example, we do need an instrument which will have a wider scope of power of inquiry in the field which for lack of a better term we call the field of foreign exchange and therefore the field which is touched by all matters affecting tariffs. We ought to have a really scientific tariff board and I think we are going to have one.

—PRESIDENT WILSON, in an address (on Feb. 10) before the Fourth Annual Meeting of the Chamber of Commerce of the United States.

would seek ought to be the actual facts of industry and of the conditions of economic exchange prevailing in the world so that legislation of every kind that touched these matters might be guided by the circumstances disclosed in its inquiries."

Referring to the economic changes certain to follow upon present world developments, the President declares that we must have "the necessary instrumentality of information constantly at our service," so that we may know exactly with what we are dealing when we come to act.

The Chamber's Advocacy of a Tariff Commission

The arguments in favor of an independent non-partisan tariff commission have been fully presented more than once in the pages of THE NATION'S BUSINESS, as have also opinions by eminent leaders

all questions relative to the arrangement of schedules and classification of articles in the several schedules of the tariff law, and, in general, shall investigate the operation and effects of the customs tariff laws, including their relation to the Federal revenues, and shall submit from time to time to Congress reports of its investigations."

The commission, furthermore, is to put at the disposal of the President, the House Committee on Ways and Means and the Senate Committee on Finance the information at its command. It is to make such investigations and reports as may be requested by the President or by either of these committees. The Commission shall have power to



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Representative Kitchen of North Carolina

"investigate commercial treaties preferential provisions, the volume of importations compared with domestic production, and all conditions, causes, and effects relating to unfair competition of foreign industries with those of the United States, including dumping. It shall also have power to summon witnesses and obtain the production of such documentary evidence as may be required."

Organization and Powers of Proposed Commission

It is provided that after the Commission shall have organized

"the duties and responsibilities of the Cost of Production Division in the Bureau of Foreign and Domestic Commerce in the Department of Commerce shall be transferred to said commission, and the clerks and employees of said division shall be transferred to and become clerks and employees of the commission at their present grades and salaries, and all reports, papers, and property of the said division and of the former tariff board shall be transferred to and become the records, papers and property of the commission."

The Commission shall "in appropriate matters act in conjunction and cooperation with the Treasury Department, the Department of Commerce, the Federal Trade Commission, or any other de-

partments and such departments shall cooperate fully with the Commission for the purpose of aiding and assisting in its work."

The Commission is authorized to compel the production of books and papers, to put witnesses under oath, to apply through the Attorney General for a mandamus from Federal Courts to compel recalcitrant witnesses to produce testimony. It is, furthermore, to have access to the affairs of persons, associations, firms and corporations which have information which may be desired and empowered to copy any such evidence.

An Independent Body Needed

The necessity for a separate independent body is apparent. Both the Bureau of Foreign and Domestic Commerce and the Federal Trade Commission have important tasks of their own to accomplish. Having been created and organized for special purposes, they are not fitted to receive functions of such dissimilar character as those involved in the duties of a tariff commission.

The Federal Trade Commission was advocated and established as a constructive body with power to investigate the forms of business, to study the characteristics of business organization and to recommend corrective legislation. Such highly important functions might well claim the entire attention of the greatest ability that can be obtained for personnel and staff. The duties of a tariff commission are diverse from the duties of a trade commission and should likewise engross the attention of the best talent and experience the country can offer.

The full report of the National Chamber's Committee on a Tariff Commission will be found in Part II of this magazine this month.

Special Need of a Commission Just Now

In a statement which followed the introduction of the bill, Representative Rainey said:

The creation of a commission at this time is to meet a pressing emergency. An intelligent revision of tariff rates, if revision is necessary to meet changing conditions, is of the greatest value in meeting the present economic crisis in our history. Collection of data, by a non-partisan tariff commission is a matter of the utmost importance and its labors will demonstrate what changes are necessary in our present tariff law, or they may demonstrate that our present law is sufficient. Congress needs reliable information."

Discussion on a Tariff Commission

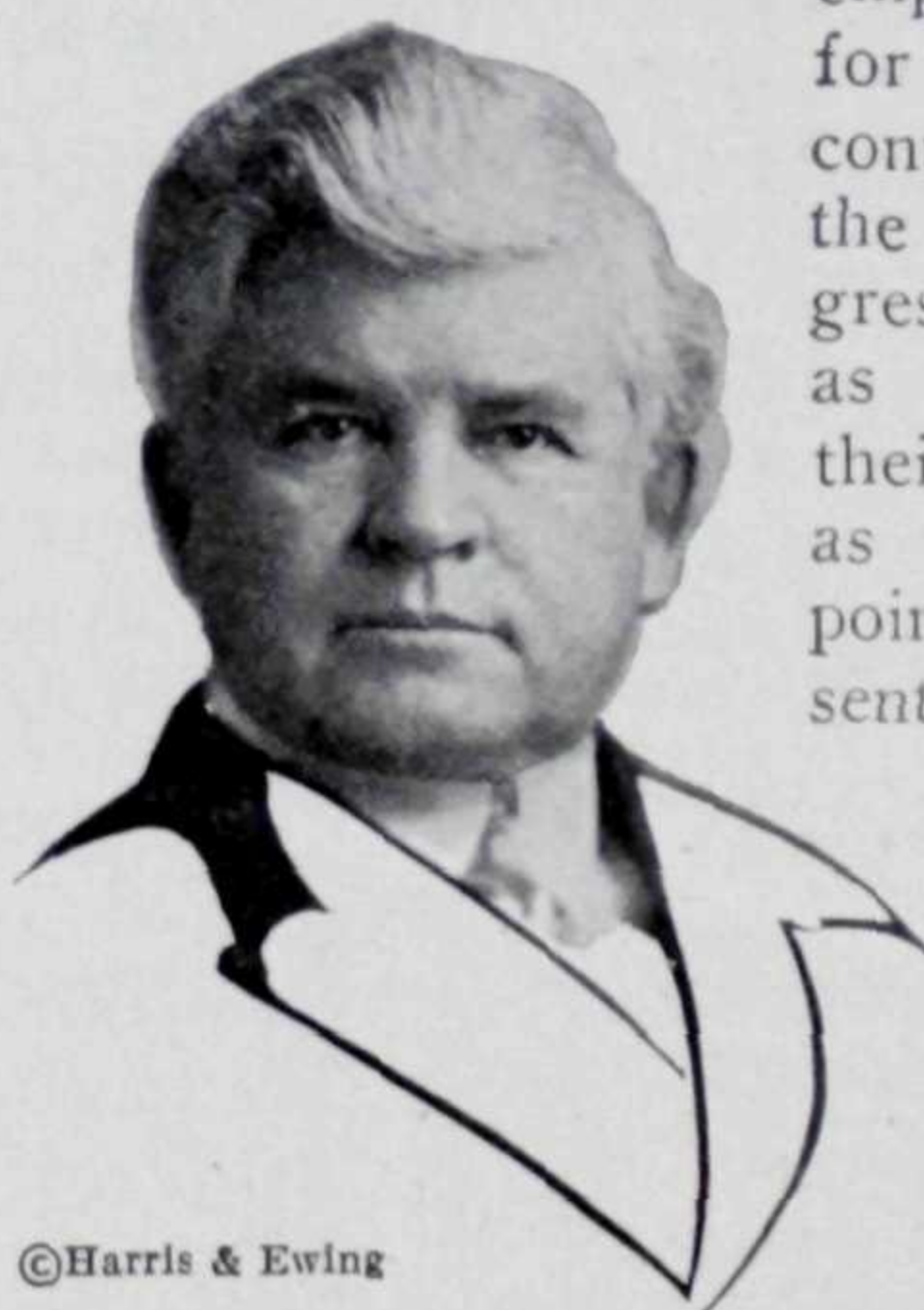
At the Annual Meeting of the National Chamber some interesting and suggestive discussion followed the presentation (on February 8) of the report of the Committee on Tariff Commission by its Chairman, Mr. Daniel P. Morse of New York.

As to "Recommendatory Powers"

The debate centered around the question whether or not such a tariff commission should have powers of recommendation to Congress, or should confine its labors strictly to the investigation of facts and reporting thereon. Several members of the Chamber's Committee including Mr. William H. Stevenson, of Pittsburgh, as well as Mr. G. A. Hollister, of Rochester, N. Y., a director of the Chamber, insisted that it would be unwise to ask Congress to permit the Commission to have "recommendatory powers," since such would be regarded as usurping Congressional prerogatives. Purely an information bureau, said Mr. Stevenson, is all we can expect to get from Congress just now. Mr. William H. Childs, of New York, declared that the Tariff Commission League, "which has been going into this matter very thoroughly throughout the country, has reached exactly the same conclusion as this Committee." Mr. T. J. Gillespie of Pittsburgh stated it as his belief that "if the commission proves a success in getting information, Congress may be willing after a while to ask it for recommendations." Mr. J. D. Lowman of Seattle

emphasized the necessity for such a tariff body as is contemplated, presenting to the public as well as to Congress, "specific conclusions as to what the results of their investigations are" so as to provide some central points about which public sentiment can be gathered.

Mr. J. E. Bennett, of New York, inquired whether in the opinion of the Chamber's Committee or its Chairman the organization of a tariff commission at this time would delay the adoption of a protective tariff. Chairman Morse replied that whatever his personal opinion might be as Chairman of the Com-



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Representative Rainey of Illinois

Who has introduced the Administration Bill providing for a Tariff Commission

mittee he had no right to express an opinion. He and the Committee are seeking a tariff commission.

The Seamen's Act and American Shipping

THE welfare of the men who serve on American vessels has been the object of legislation since the first Congress met, in 1789. Many persons have insisted that American legislation on this subject has lagged in recent years. The Seamen's Act of 1915 has been described by its advocates as for the first time placing the men who man American ships on a level comparable with other American workmen, and also as guaranteeing new safety to the great number of passengers carried every year from and to our ports. On the other hand, the measure has been criticised as so burdensome to American vessels as to be tantamount to a national declaration that transportation by sea of American foreign trade should be turned over to competing vessels of other countries.

Operation of the Law

The provisions of the law and its assumed influence upon American shipping, have been treated extensively in the pages of THE NATION'S BUSINESS during the past year. We refer our readers particularly to articles in our issues for March, July, and September, 1915. The law became effective for American shipping on November 4 last, but not for any foreign vessels until the 4th day of next month, and not until July 1 of the present year to those vessels of the foreign nations with which the United States has treaties affecting shipping.

Report of the Chamber's Committee

The report of the National Chamber's Committee begins by recognizing what has apparently escaped the leaders of the animated debate on the law, that the Seamen's Act covers a variety of subjects and powers which can scarcely be considered properly as one piece of legislation. The report of the Committee of the National Chamber, therefore, differentiates, and while recommending suspension of certain provisions of the law, takes into account the soundness of many other provisions and the good purpose behind others which it says the legislation as drawn fails to make effective.

The pamphlet which contains the report of the Committee includes the ballot upon which the members of the chamber are to vote, a summary of the argument in support of the provisions of the law which have been condemned in discussions, a summary of the history of legislation in the United States affecting safety at sea and the conditions of work

Conditions of Foreign Trade Competition in American Vessels; the Chamber's Referendum

among seamen and the complete text of the Act itself, together with notes and the substance of rulings made by the Department of Commerce in the interpretation of the Act.

The Committee announces itself, as of course was to be expected, heartily in sympathy with every improvement which insures greater safety at sea and better conditions for seamen. It therefore finds many good points in the new law. With regard to shortening the hours of labor, the power of a court to compel a seaman to pay part of his wages for the support of his wife and children, the abrogation of the fellow-servant doctrine, the increase in the cubic space required for each member of the crew, the strengthening of the penalty for the non-payment of wages, the right of the majority of the crew to demand inspection in a foreign port, and other provisions for maintaining the seaworthiness of a vessel, the opinion of the Committee is heartily in sympathy with the provisions of the law. It is only with regard to three provisions, numbered in the Act as Sections 4, 13 and 14, that the Committee disapproves and recommends that Congress be asked to suspend these at once since "they discriminate against American ports and American ships and are restrictive of American commerce," until such time "as by international agreement the requirements of these sections can become equally applicable to the shipping of all nations." Section 4 deals with the demand of an advance of half pay at American ports by seamen on foreign ships. Section 13 has to do with the language test requiring that not less than 75 per cent of the men in the three departments, deck, engineers and stewards must be able to understand any order given by officers. Section 14 refers to life-saving appliances and the manning of lifeboats.

The ballot consists of four questions which business men are asked to consider. They are briefly:

That Congress should be asked to suspend at once sections 4, 13 and 14, of the Seamen's Act which discriminate against American ports and American ships, and which are restrictive of American commerce, until such time as by international agreement the requirements of these sections can become equally applicable to the shipping of all nations.

That the sections of the Seamen's Act dealing with deserters should be repealed as to foreign vessels, and that the State

Department should seek to have arrest and imprisonment of seamen for desertion abolished by other nations.

That Congress should be asked to request the President to withdraw at once the notices the United States has given regarding abrogation of treaties.

That a Federal Shipping Board should be created.

A Federal Shipping Board

The Federal Shipping Board recommended would take over the staff and duties of the Bureau of Navigation and the Bureau of Steamboat Inspection, the two Departmental Bureaus which now administer the law regarding the American merchant marine, and would at once revise existing navigation laws and propose amendments to provide comprehensively and adequately for the comfort, safety, and welfare of crews, manning, life-saving equipment, and all other matters relating to our merchant marine, and especially the design and construction of vessels with regard to safety.

As to Coastwise Trade

The report which is now before the membership deals with the effect of the Seamen's Act upon the foreign trade of the United States. In international trade, American vessels and American goods are necessarily in competition with the vessels and merchandise of all the rest of the world.

Vessels in the coastwise trades along the Atlantic, Gulf, and Pacific seaboard, and on the Great Lakes, are likewise affected by some of the provisions of the act. But American vessels engaged in traffic on these routes have a monopoly. The main effect of the new law upon them is domestic; if there has been injury, repeal or amendment by Congress can give relief. In the foreign trade, on the other hand, the Seamen's Act affects treaties and creates situations from which subsequent action by Congress might in no way be able to extricate us.

For these reasons, the Committee on the Seamen's Act first gave attention to the results in international relations and trade. The consequences of the law with respect to vessels in coastwise trades and on the Great Lakes is to receive separate study, resulting undoubtedly in a separate report.

Pending Business Legislation in Congress

BOTH House and Senate are still occupied with legislation without direct bearing upon the measures which are expected to be distinctive of the session. Committees are busy, however, with the bills which will have prominent places upon the programme, and, on the House side of the Capitol, are in some instances about ready to bring forward proposals. Before his issue of *THE NATION'S BUSINESS* comes from the press, a bill for a tariff commission may be reported, accompanied with provisions for special procedure which will insure its early passage by the House.

Government Merchant Vessels

After being formulated in private conferences which extended over several months the new shipping bill was made public on the last day of January, and is now the subject of open hearings before the House Committee on Merchant Marine and Fisheries. Numerous changes have been made from the measure which failed last February. In many parts the new bill shows evidences of careful draftsmanship, and is so constructed as to emphasize a purpose of having private operation of the merchant vessels built or otherwise acquired by the Government. Vessels are primarily to be suited to the needs of the over-sea commerce of the United States. Moreover, their acquisition by the Government is to be with a view to their operation by American citizens and American corporations in over-sea trade. Government operation of the Government-owned vessels is left to the discretion of a Shipping Board, with three members appointed from private life and two members from the Cabinet, and perhaps is made more remote by reason of the provisions for regulation of transportation by water both in coastwise trade and over-sea.

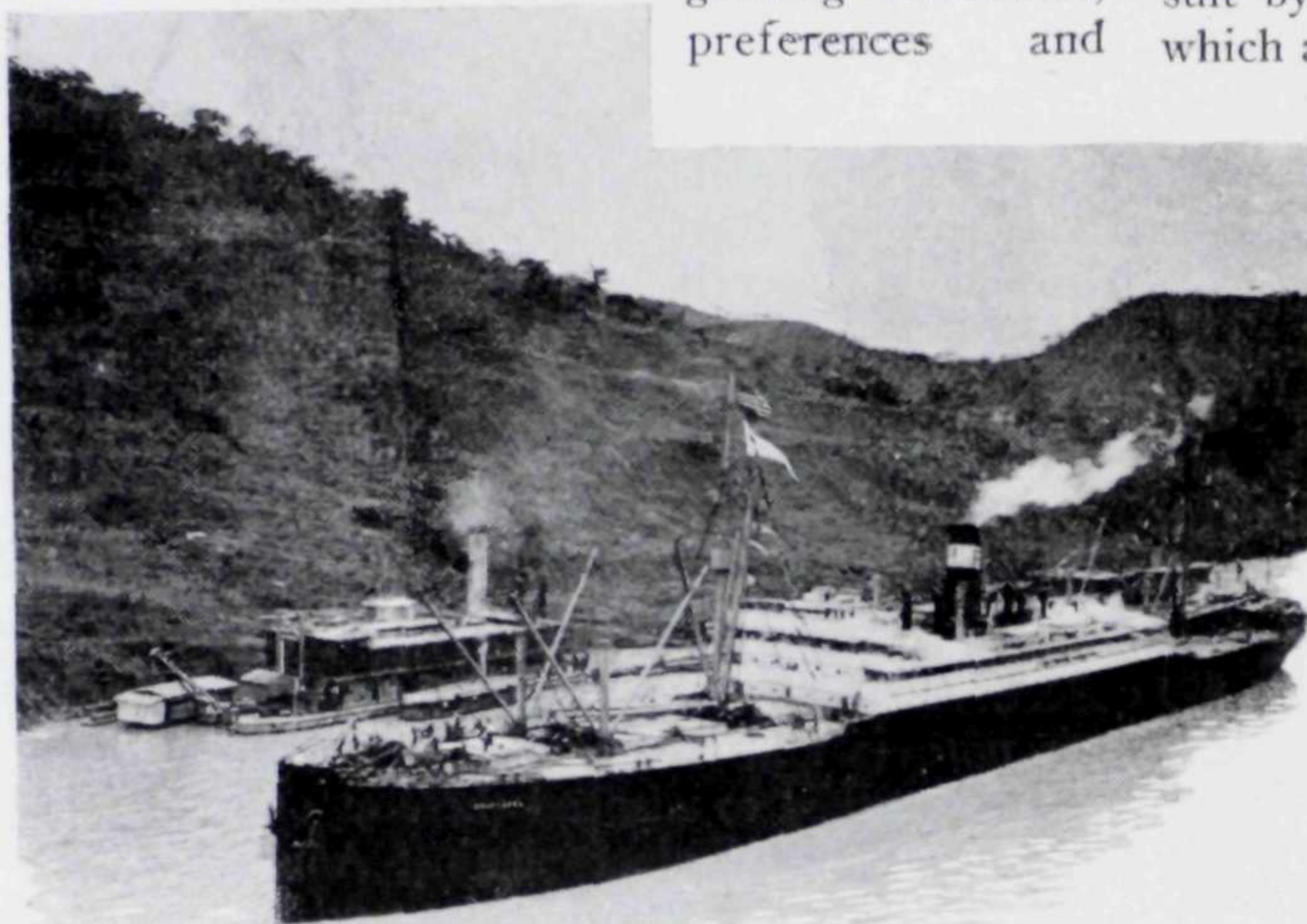
Availability of the Government-acquired merchant vessels for naval auxiliaries was incidental in the bill of last year. In the new bill this is a prominent purpose. The vessels are to be suitable, so far as commercial requirements permit, for use as naval auxiliaries and army transports. Whatever interest private firms or corporations acquire in

Transportation by Ocean and Railroad and Financing of Agriculture

vessels through the Shipping Board, even by purchase, may at any time be taken, temporarily or permanently, by the United States and compensation paid upon a basis of actual value under normal conditions, or a rental may be given.

Regulation of Ocean Rates

In the last Congress a bill which had much of the nature of a committee measure was introduced, but kept back while the shipping bill was brought forward. In this Congress, these two bills are combined, and it is proposed that regarding ocean rates, preferences and



The Cristobal, of the Panama Railroad, in the Canal
The type of a government-owned steamship

discriminations by steamship companies, etc., the Shipping Board should have practically the powers which the Interstate Commerce Commission exercises with respect to railroads. In other words, as the bill stands, the Shipping Board, acting after complaint or upon its own initiative, could find that an ocean freight rate is unreasonable and itself fix a reasonable rate.

Private American Operation

Two provisions which had no place in the bill of last year are intended to encourage the operation of vessels under the American flag. For goods to be carried abroad by American vessels the Shipping Board could prescribe preferential rates by rail-and-water from inland points in the United States to foreign ports, if necessary joining with the Interstate Commerce Commission in

holding hearings to determine in what proportions the railroad and the steamer should share in the preferential through rate.

In the early years of the United States advantage was obtained for American vessels through concessions in duties for goods they carried to the United States. A similar attempt made in the Tariff Act of 1913 has, because of treaty provisions which have intervened, led to legal difficulties which are now before the United States Supreme Court and will be argued on February 21. These earlier attempts to bestow advantage through customs duties necessarily related to imported goods. The provision of the shipping bill attempts to reach the same result by operating with respect to goods which are exported from the country.

The second provision giving advantages to American vessels would operate apparently to the benefit only of vessels acquired by the United States but operated privately. Such vessels could be listed in a naval auxiliary reserve, and the members of the crew who were Americans and who chose to enlist in the reserve would receive pay from the United States ranging from five dollars to fifteen dollars monthly apiece.

Foreign-Built Vessels

It has sometimes been said that a good part of the 172 foreign-built vessels aggregating 588,000 in gross tonnage which have taken American registry since the law of August, 1914, was enacted, will be transferred to other flags as soon as conditions again become normal. To regulate such a possible movement, and to control transfer of any American vessel to foreign flag, the bill adopts the principle which is in force in England. That is, for such a transfer, it requires the consent of the Shipping Board.

Railroad Transportation

While ocean transportation has continued to be considered in committee, interstate transportation by rail has had attention on the floor of both Houses and in committee as well.

In the Senate repeated endeavors have been made to obtain the passage of a measure which would provide, as a preliminary to any further legislation

regulating railroads, for study and report by a joint Congressional committee. On February 15 the Senate decided that when it finally votes for this procedure it will ask that the investigation include the desirability of public ownership of all public utilities, such as telegraph, telephone, express, and railroads. The proposal before the Senate is apparently intended to follow a suggestion made by the President when he addressed Congress on December 7, and will probably pass within a few days.

Meanwhile, a committee of the House has been holding hearings upon the bill which passed the House in 1914 with the Trade Commission bill and the Clayton bill, but which was dropped in the Senate whereas the other two were enacted into law. This measure undertakes regulation of issues of securities by railroads, through the Interstate Commerce Commission. In these hearings testimony has been received regarding the effect of the "Cummins Amendment," of March 4, 1915, which has placed burdens upon shippers of express and persons who check baggage.

Railway Mail Pay

Immediate interest on the part of the railroads centers in the debate now proceeding in the House over the basis which is to be used by the Post Office Department in compensating the railroads for carrying the mails, not only on the solid trains of mail cars which run on special schedules on such routes as between New York and Chicago and New York and St. Louis, and in the mail cars which are attached to passenger trains, but also in pouches which are carried in baggage cars. To the appropriation bill carrying some \$320,000,000 for the expenses of the postal service a measure which is advocated by the Department and which substitutes for the present general basis of weight a basis of space has been attached. If this proposal passes the House and is then eliminated in the Senate it will probably be insisted upon by the House in the conference which will follow concerning the final form of the bill.

The railroads oppose the "space plan" on the ground that the compensation to the railroads will not increase proportionately with the weight of parcel post carried in the mail cars. They urge that the basis of compensation advocated in the bill violates the weight-and-distance basis of express and freight rates, and ask that the whole question of compensation be adjudicated by the Interstate Commerce Commission. The pending bill provides that upon request of the Postmaster General or one-half the railroads

carrying mail the Interstate Commerce Commission is to investigate and recommend to Congress rates which would be just and reasonable. As to ordinary freight and express, of course, the Commission has power itself to prescribe reasonable rates.

Water Powers and Mineral Resources

Before the House took up appropriation bills it passed bills dealing with water powers. Advocates of legislation on this subject expected to have the Senate act before it became engrossed with the appropriation bills sent over from the House. It has only recently, however, been possible to make the first bill, relating to water powers on navigable streams, the unfinished business of the Senate. Legislation regarding water powers on public lands in the West has thus been delayed in the Senate beyond the time expected.

Bills passed by the House regarding disposal of public lands containing coal, oil and gas, and a bill for grazing homesteads are in the same case. Whether or not they will receive further attention at this session cannot be foretold. In any event, under ordinary conditions they will be in an advantageous position next December.

Revision of the mining laws by a commission, however, can scarcely occur in this Congress. The House Committee on Mines and Mining on January 24 decided to oppose such a commission as had been urged and instead delegated to a subcommittee of its own members the task of codifying the Federal statutes relating to the mining of metals.

Rural Finance

As this number of THE NATION'S BUSINESS goes to press, the Banking and Currency Committees of both House and Senate have about completed bills in which they purpose to increase the opportunities of farmers whose operations are on a small or moderate scale to obtain loans for long periods at low rates upon the security of their land. When the Federal Reserve Act was passed, toward the end of 1913, assurances were given that separate legislation regarding rural credits would be enacted, and the President has referred to it in several addresses to Congress. For about two years members of the House and Senate committees worked together in holding hearings and in formulating a bill dealing with loans on agricultural lands. Concerning loans for short periods, upon personal security, the joint committee has not yet reported its conclusions; it may suggest merely facilities through the Federal Reserve System. On February

14 the Federal Reserve Board recommended to Congress that national banks should be allowed to have branches within their counties—an extension which would probably have some effect in increasing credit facilities in rural communities.

On February 15 the Senate committee placed its bill before the Senate, although the committee will continue to consider changes. In general the bill provides Federal supervision for a land bank in each of the twelve districts into which the United States is to be divided, these land banks on the one hand to lend money against the security of first mortgages on agricultural lands and on the other hand to sell to the public debentures which are issued against the mortgages.

In making loans it is planned the land banks should generally deal with local associations of borrowers, and these associations are expected to be the chief stockholders after the system is well under way. All of the twelve land banks are to be liable for the default obligations of one another.

To start the system, the bill provides that the Government is to subscribe to the stock of the twelve land banks which is not otherwise taken within 90 days after the subscription books are open. The Government's subscription is payable only upon special call, and its stock is gradually to be retired. Thus, the Government might be in the position of having to lend its credit for a limited time to the extent of some \$5,000,000. Moreover, the Senate committee recommends that the Secretary of the Treasury should, if required, advance Government funds, aggregating no more than \$6,000,000 at any one time. The Senate committee also proposes not only that 30% of the Postal Savings deposits may be invested in farm loan bonds but also that national banks may accept time drafts secured by such bonds and may rediscount acceptances of this nature with the Federal Reserve Banks. In this way perhaps land banks unable to sell their bonds could realize upon them through the Federal Reserve System. The House Committee may not follow the Senate Committee in all of its proposals, and has been in frequent session recently deciding upon the provisions of the bill it will recommend.

Side by side with the Federal land banks a system of joint-stock land banks could operate under Government regulation, making loans and against the mortgages issuing debentures. It is probably expected that many of the existing mortgage companies would be converted into joint stock banks of this kind.

Porto Rico and the American Business Man

By Martin Travieso, Jr.

SECRETARY OF PORTO RICO



THE meaning of the United States to Porto Rico may be expressed in very few words. When the American army invaded Porto Rico, the million human beings living on the island looked at the invaders as their redeemers, come to free them from the rule of a despotic government, and to make them their equals under the American flag and constitution.

The question of commercial relations between the island and the United States, and the future development of trade was not in the minds of the Porto Rican people at the time of the occupation. The Porto Rican, usually sentimental and romantic, believed that the American soldier came to redeem, not to conquer; to bring liberty, not to trade. And, of course, the war of 1898 was not a commercial war, brought about by a desire to acquire new markets, but a war fought for the principles of human liberty.

Seventeen years have elapsed since the United States assumed the direction and control of the government of Porto Rico. The development of the commerce of the island during these years has been so great that the time has come when the people of the United States should pause to look at Porto Rico, study its problems and realize what Porto Rico means to the United



Martin Travieso, Jr.,
Secretary of State
for Porto Rico

These Are Not Snow Clad Peaks. They Are Fields of Tobacco in the Hills of Porto Rico

Covered with canvas to protect them from the glare of the sun and generally to stabilize temperature and moisture.

States, from a commercial point of view.

The study of Porto Rico's commercial history and of its future possibilities should be of the greatest importance at this time, when both North and South America are looking at each other with a view to establishing on a solid basis closer commercial and financial relations between the Latin-American republics and the great republic of North America.

The Expansion of Porto Rican Trade

What has been the commercial result of the meeting of the two great races of America on the common ground of Porto Rico? The figures following are very eloquent. They show what the growth and expansion of the island's trade has been since the establishment of the civil government in 1900 up to the fiscal year ending June 30, 1915.

	1900	1915
Imports from United States	\$6,952,114	\$30,929,831
Shipped to United States	3,350,577	42,311,920
Imports from foreign countries	3,037,391	2,954,465
Shipped to foreign countries	3,261,922	7,044,987
	\$16,602,004	\$83,241,203

It will be seen at a glance that, while the total trade with foreign countries has been doubled, the trade with the United States has become six times larger than it was fourteen years ago. If the American consumer could be made to realize that the \$8,193,544 worth of coffee produced by Porto Rico in 1914, was an American product which should have been sold in the American market, the day would soon come when the European trade of the island would be reduced to a negligible quantity.

The figures for the fiscal year ending June 30, 1915, are very encouraging. The exports for the year reached a total of \$49,356,907, this being the highest total ever recorded since the year 1912.

A considerable rise in the prices of all imported foodstuffs is assigned as the cause for the reduction in the value of the imports, which totaled for the year the sum of \$33,884,296, a decrease of \$2,537,477 from the figures of last year.

The total external trade reached the sum of \$83,241,203, an increase of \$3,731,654 over that of the preceding year, leaving a balance of trade in favor of the island of \$15,472,611, a sum exceed-

ing by \$3,269,108 the highest balance of trade up to that time shown in Porto Rican history.

The Island's Trade With United States

There seems to be a constantly growing tendency to confine our external trade to the United States, and the statistics for the last



Native Porto Ricans Picking Coffee, One of the Island's Three Great Crops

fiscal year show that the total of our trade with the United States was the sum of \$73,241,751, or 88% of our total external trade. During that period of time we purchased from the American market goods to the value of about \$31,000,000, most of which were manufactured articles, and we sold to that market \$42,311,920 worth of raw products.

The foregoing facts are really astounding when we stop to consider that all this commercial activity and progress is due to the work and labor of one million and a quarter human souls crowded upon a small island with an area of but thirty-six hundred square miles!

While the foregoing figures are very eloquent, they are also misleading. From them the conclusion has been too often drawn, to the effect that the island is very prosperous and that all of its people are living in abundance and happiness.

We must look behind those figures and face some facts, also exact and undeniable, which will convince the reader that the prosperity of a country and the happiness of its people cannot be judged solely by the figures showing the volume of trade of that country.

During the year 1914 Porto Rico produced 320,626 tons of sugar, having a value of \$20,239,831; \$8,962,647 worth

of tobacco and \$3,400,903 in fruits of all kinds including the crop of cocoanuts. The total output of sugar, tobacco and fruits was marketed in the United States.

The last sugar crop has been sold at an unusually high price by reason of the abnormal conditions brought about by the European War; tobacco was disposed of at its usual good price; and the citrus fruit of 1914 was left to decay

in the trees or was sold at prices which are far from being remunerative. This was due to the record-breaking crop of citrus fruit in Florida. The crop for the last year was sold advantageously.

The loss of the European markets for the island's coffee, and the unsuccessful attempts to open

the American market to our poor man's crop, has been a continuous source of complaint and one of the causes for the commercial and even for the political unrest which has been noticed in the island in the last few years.

Sugar and tobacco are to a great extent controlled by large corporations. The big profits of those industries go out of the island to swell the income of outside investors.

Coffee is raised in the mountains, on small farms, the majority of which are owned by the natives. The profits cleared after marketing the product thus remain on the island in the hands of its people.

What the Island's Coffee Crop Needs

One of the unavoidable results of the occupation of Porto Rico by the United



The Sugar Central, or Plant, at Guanica, Just West of Ponce. Sugar is Porto Rico's First Crop in Importance

States has been the loss of the European markets for our coffee.

Since 1898, Porto Rican coffee has been classed as an American product and treated accordingly. Europe has applied its tariffs to our coffee and the price is now just a little over one-half of the price of 17 years ago, and the farmer is in most cases gathering his crop to prevent the starvation of the men depending on him for their wages and to make perhaps just enough to pay his taxes!

The Porto Ricans feel that they are entitled to some protection for their coffee industry, particularly when we consider that the island is commercially dependent on the United States for its purchases, which cannot be profitably made in Europe by reason of the American protective tariff applied in Porto Rico to European importations. The island is compelled to buy American protected goods and must sell its unprotected products in the open market.

Protection for Sugar Industry

Another cause for the existing unrest in Porto Rico is the impending threat of the free sugar provision of the Tariff Act, which is expected to go into effect next March, unless Congress should prevent it. Men who have expert knowledge of the sugar situation believe that the placing of sugar on the free list will seriously affect that industry.

A market for its coffee and the repeal of the free sugar provision will make Porto Rico commercially secure and happy.

Porto Rico has been the experimental ground for a practical demonstration of the possibility of a business understanding between Saxon and Latin business men. The experiment has been a success. But if the case of Porto Rico is to be used as an inducement to the South American peoples, the political problems of this small island must not be overlooked or ignored.

How the Engineers Help Our Water Borne Trade

THE War Department, in addition to its control of the United States Army, is charged with certain civil and quasi-civil duties. Such of these as are of an engineering nature are performed through the Corps of Engineers. They include, among others, the improvement and maintenance of roads in Yellowstone and Crater Lake Park, the improvement and control of the parks of the District of Columbia, the water supply of the City of Washington, the construction of monuments for which Federal appropriations have been made, and the improvement and control of navigable rivers and harbors. This last duty, which includes the regulation of bridges, dams, and other obstructions in navigable waters, the removal of wrecks, and the construction, operation, and care of canals, constitutes about 98% of the civil duties imposed upon the Corps of Engineers.

The unit of the organization of the Corps of Engineers is the Engineer District (57 in number) which is a territorial area of a size

dependent upon the amount of work to be performed therein. Three of these districts have no civil works attached to them; and several of the inland districts have no military work. In general, however, each district performs the fortification work, the river and harbor work, the enforcement of the laws relating to navigation, and the War Department miscellaneous civil engineering work within its area.

The district is in charge of an officer of Engineers termed the District Engineer Officer, and he may have one or two junior officers as assistants. The remaining personnel, field and office, are civilians, and except laborers they are all appointed, employed, and removed in strict conformity with the rules of the civil service. The command of the Engineer Department is vested in the Chief of Engineers, stationed at Washington, who is selected by the President from the senior officers of the Corps.

There is at Washington a Board of Engineers for Rivers and Harbors composed of seven experienced officers, stationed either in the city or at nearby

By CAPTAIN CHARLES L. HALL
Corps of Engineers, U. S. Army

points. It is required by law to give its opinions on all projects for the improvement of rivers and harbors.

Life Story of a River and Harbor Bill

Whenever the improvement of a river or harbor is desired, local interests procure, usually through their representative in Congress, the insertion in a river and harbor appropriation bill of an item authorizing the preliminary examination and survey of the waterway in question.

Upon the passage of the bill

graph, and also giving a project, or plans and estimate of cost for making the improvement, and a statement as to its advisability according to his opinion.

This second report runs the same gauntlet as the first one and is eventually transmitted by the Secretary of War to Congress. Congress, thereupon determines whether the improvement is, or is not, desirable considering the state of the Treasury, and if the project is regarded favorably, makes an appropriation therefor.

The Engineer Department, in its supervision of navigation, is also required to rule upon applications for the erection of bridges and other structures on or over navigable streams.

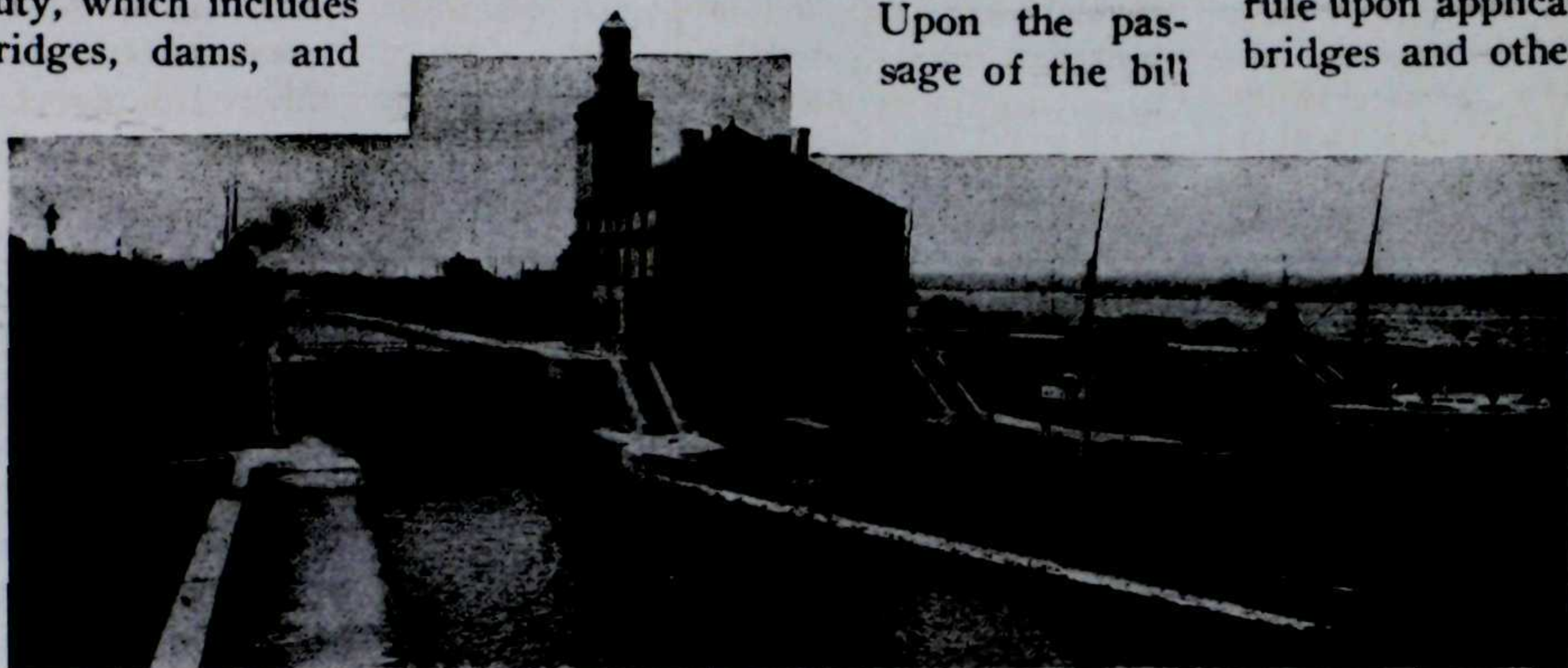
These questions are decided by the Chief of Engineers and the Secretary of War upon reports of district officers and Division Engineers.

In a number of cases money has been appropriated by Congress upon the condition that an equal or other specified amount be raised by the locality affected. In raising

this money, the assistance of active, virile commercial organizations is very desirable. The appropriations are usually made on the ground that the improvements desired are largely of local advantage and the business interests of the community have it in their power to convince the Engineer Department and Congress that their people are willing to pay a fair share of the cost of the project. This willingness is very often a convincing argument in favor of the project's adoption.

In arguing for, and collecting data in favor of the improvement of a waterway, business men should remember the economic advantages and handicaps of waterborne traffic. The benefit which a community will receive by the mere spending of government money on construction work in its vicinity is of course not justified. Rivers and harbors are improved at Federal expense for the purpose of enabling interstate or foreign commerce to pass over them.

As far as inland rivers are concerned this, in general, requires that there be bulky, imperishable goods to be moved from one terminus to another, or that the



A Look at the "Soo," One of the Big Achievements of the Army Engineers

The Lower entrance of the Weitzel and Poe locks on the St. Mary Falls Canal—the "Soo."

the local district Engineer Officer is called upon by the Chief of Engineers for a report. This report covers the physical condition of the waterway, its terminal facilities, the present and prospective commerce, and the probable advantages of its improvement so far as they can be determined by a relatively inexpensive investigation; and concludes with a recommendation for or against a survey. The papers are referred to the Board of Engineers for Rivers and Harbors.

If the District Officer's report is unfavorable, local interests are given an opportunity to make such representations to the Board, as they may desire. The Board after due consideration returns the papers to the Chief of Engineers with their recommendation and the latter officer submits the case to the Secretary of War, requesting an order for a survey, or with an unfavorable report. If no survey is ordered, no further action is taken without express instructions from Congress. If a survey is ordered the local district officer is required to submit in addition to a map, a report, giving in detail the technical and commercial information noted in the preceding para-

river have some marked advantage as a transportation route. As far as harbors are concerned this requires that there be a hinterland capable of providing an adequate amount of goods for export, which is more conveniently located with reference to that harbor than to any other. If commercial organizations can prove either of these facts for their waterway and the technical examination indicates that the work can be done at reasonable expense the adoption of the project is practically assured.

Some Achievements of Army Engineers

Some physical achievements of the Corps of Engineers are distributed all over the United States and range in magnitude from monumental structures of concrete and cut stone to small brush dikes.

The entrance to New York Harbor originally had a depth of less than 24 feet. By 1891 the Main Ship and Gedney Channels had been enlarged to 30 feet deep and 1,000 feet wide. In 1899 Congress adopted a project for enlarging Ambrose Channel to 40 feet deep and 2,000 feet wide. A contract was immediately entered into for the entire work (estimated at 42,500,000 cubic yards). There was no dredging plant in the country capable of working to the required depth in this exposed locality and the contractor built two dredges of the Liverpool type. These did not come up to expectations, the contractor lost money, and finally the contract was annulled in 1907, at which time 17,800,000 cubic yards had been dredged.

In 1903 it became evident that contractors' dredges would not complete the work and the construction of two large sea-going suction dredges was commenced by the Engineer Department. These dredges went to work the latter part of 1904 and with their assistance a restricted channel 35 feet deep was opened to navigation in 1907. The project dimensions were finally reached in 1914 at which time 66,061,000 cubic yards of sand, mud, and loose stone had been removed at a total cost

of \$5,210,000. The work by the United States dredges was done at an average cost of less than 7½ cents per cubic yard including the cost of the dredges, a lower rate than that of any preceding contractor. The commerce of the port of New York in 1914 is estimated at 90,000,000 tons valued at \$6,000,000,000.

At Sault Ste. Marie there is a fall of about 20 feet in the St. Marys River. The United States undertook the improvement of this section of the river in 1870 since which time the Weitzel and Poe locks have been built and together with the Canadian lock have handled all the commerce passing between Lakes Superior and Huron.

This commerce had developed so tremendously that in 1907 Congress authorized the construction of two additional locks, each 1350 feet long, 80 feet wide and 24.5 feet deep. One of these locks was completed and put into service the past season and the other is still under construction. The commerce passing this point in 1914 was 55,370,000 tons valued at \$635,000,000.

The Largest Project Now Under Way

The largest project now under way is the canalization of the Ohio River. The small low water flow on this river made navigation impossible except at high stages of the river. To remedy this it is proposed to build 53 movable dams with locks, at an estimated total cost of about \$63,000,000, designed to provide a 9-foot depth at all seasons except winter. Fifteen of these locks and dams are completed and 20 are under construction. The commerce on the river in 1914 amounted to about 9,500,000 tons valued at about \$93,000,000 in spite of the fact that no regular sche-

dule can be established for through traffic till the project is completed.

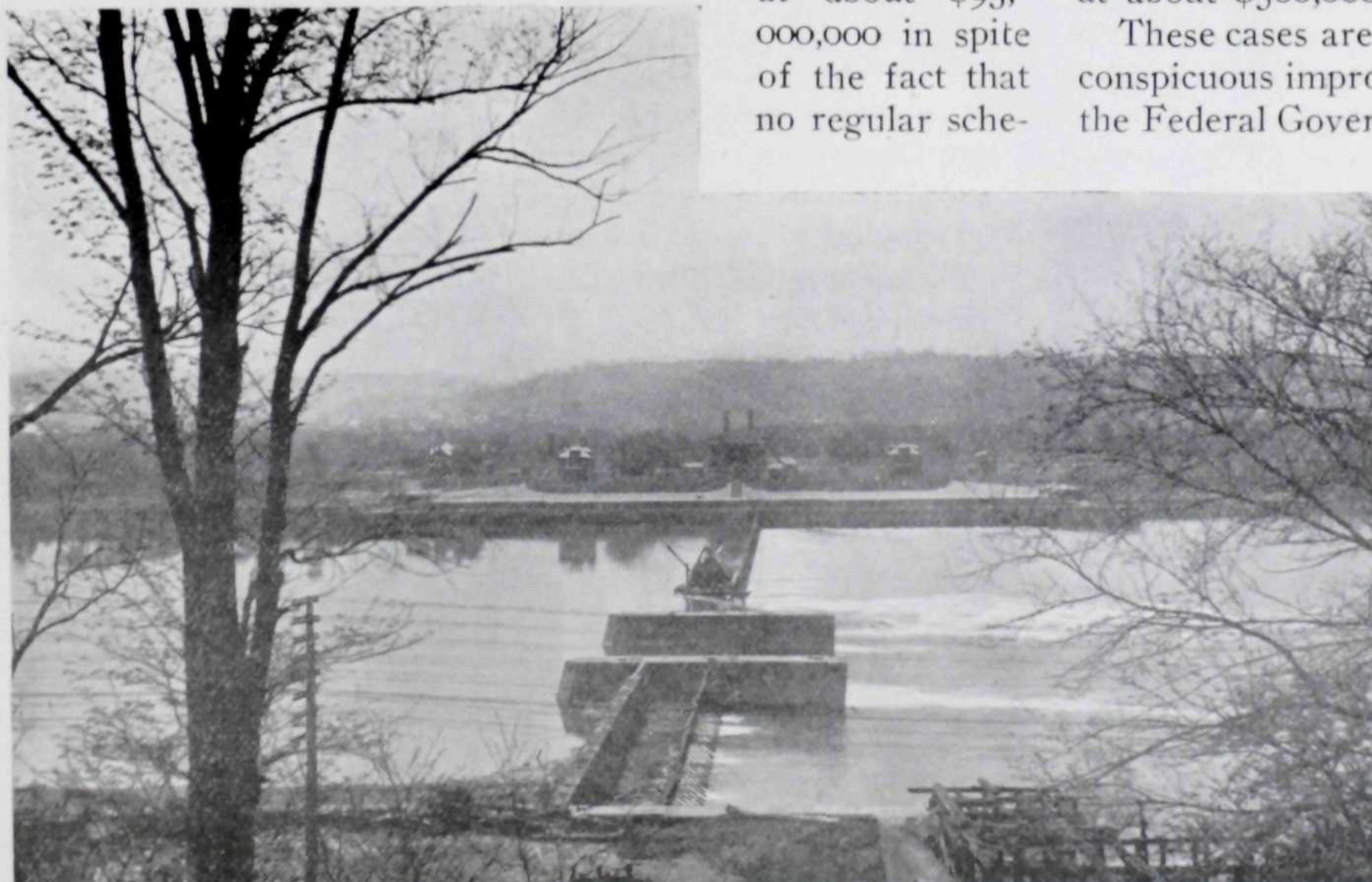
Some Work in the West and South

The mouth of the Columbia River in its natural state was obstructed by a great sand bar with a channel across it about 19 feet deep, the outer end of which shifted along the bar from Cape Disappointment to Cape Adams a distance of 6 miles. To form an outlet for the produce of the great northwest Congress has adopted a project for a channel 40 feet deep across this bar. The project provides for converging jetties supplemented by dredging. The south jetty has been built 6.64 miles long, contains 5,780,000 tons of rock, and has cost \$9,594,000 for construction and maintenance. The north jetty will be over 12,000 feet long, and contain about 3,000,000 tons of rock. It is over two-thirds completed. The result to date is a channel across the bar of 38 feet depth. The commerce passing through this channel in 1914 amounted to nearly 3,000,000 tons valued at about \$70,000,000.

Nature provided no harbor with adequate depths on the Gulf coast west of New Orleans to serve as an outlet for the great territory in the southwest. The difficulties to be overcome to provide a deep water harbor in the soft shifting material of this coast were tremendous. Galveston was selected as the first port to be improved. By means of parallel jetties and dredging, a channel more than 30 feet deep has been obtained and is now maintained across the bar for 6 miles into Galveston Bay. The commerce through this channel in 1914 amounted to nearly 6,000,000 tons valued at about \$500,000,000.

These cases are only a few of the more conspicuous improvements undertaken by the Federal Government and many others

might be mentioned if space permitted for there is hardly a navigable waterway in the United States that has not been improved by the Corps of Engineers. Over these waterways there now passes one-eighth of the country's freight. To their economic exploitation, American commercial organizations should devote some part of the attention they have lavished upon rail-traffic questions.



A Lock and Dam Across the Ohio River at Pittsburgh, Built by the Army Engineers

Holding Up American Foreign Trade

Flashes from the Senate Debate on the British Orders in Council

SENATORS from seven states, with interruptions from other members of the Senate, held a brilliant debate extending over the greater part of the last week in January, on the subject of interference with American commerce by the warring nations of Europe, with particular reference to the British Orders in Council. Senator Smith, of Georgia, and Senator Walsh, of Montana, led in discussions, while Senator Williams, of Mississippi, replied with caustic wit and other Senators interpolated or expressed agreement with what was being said.

Senator Hoke Smith (Ga.)—"At an earlier date during the session, I had an opportunity to address the Senate with reference to the Orders in Council of March 1 and March 11, passed by Great Britain. I then called attention to the fact that the order of March 11 was, in effect, a declaration of blockade against all the ports of Germany;

that it was a direction to enforce that blockade by seizing neutral vessels before they passed the straits which separated Norway, Denmark and Sweden; that, so far as Norway and Sweden and the Baltic coast were concerned, it was ineffective and illegal, on account of the fact that Great Britain could not blockade the ports of Germany on the Baltic against the vessels of Norway and Sweden; and that no blockade can be enforced legally unless it is enforced against all neutrals alike. * * *

"Our real contest with Great Britain is the interference with our trade through neutral ports, and no blockade can extend to neutral ports. Blockade is an act of war; it is a part of the process of war directed toward an enemy's soil. It cannot be directed toward the soil of a neutral * * *. I desire to call attention to the fact that, even though an absolute blockade is directed in the broadest sense, our State Department has already committed us, and correctly committed us, squarely to the proposition that such a blockade would give no right to seize innocent goods, owned by neutral citizens, sailing from neutral ports to neutral ports, even though those goods are to be sent to an opposing belligerent—to Germany or to Austria * * *. The course of Great Britain is so palpable a

violation of the rights of neutrals that no self-respecting nation should submit to it. * * *

Cotton Not Used to Make Powder

When Sir William Ramsey advocated, in the *London Times*, placing cotton on the absolute contraband list, he asserted that it was essential to the manufacture of explosives and most of the powder used by Germany. I shall show by abundant evidence that for months before the order made cotton absolute contraband, Germany had substituted wood cellulose for lint cotton in the production of powders. * *

* I am now prepared to show that for months past Germany has abandoned the use of cotton in the manufacture of powders and is using wood cellulose as the filler for its nitro-cellulose powders.***"

Senator Gallinger (New Hampshire)—"I believe that Great Britain has gone very far beyond her rights in one direction during the progress of this European war. I

will ask the Senator if the State Department of this administration holds a different view from what the Senator himself does on this subject."

Mr. Smith—"Our letter of March 30 was strong and emphatic. The letter of October asserts our rights in the plainest and most forcible way. The position already taken by the State Department is in entire accord with every view of the law which I presented. I am simply seeking before the Senate and the country to support those declarations of our legal right in a more elaborate way than a state paper could properly do."

Senator Colt (Rhode Island)—"I should like to ask the Senator from Georgia whether he does not think that, as the rules of municipal law are suspended in time of war, so the rules of international law are in part suspended by a belligerent in time of war; that a nation at war is in a fever or delirium where

so-called rules of law, which may be made in times of peace, seem of comparatively little consequence compared with the great issue of preserving the national life; and hence that belligerents will seize upon any ambiguity in an international rule or upon any forced construction in order that they may in fact suspend the rule; and that the great defect in international law is that nations at war will not obey rules of conduct agreed to in times of peace?"

Mr. Smith—"Nations in times of war may be disposed to disregard law if there is no power to call them and make them regard it. * * * It may be that the lawless in Great Britain have intimidated the believers in law. * * * It needs but the power of the United States, as the great neutral, to assert the rights of neutrals, and we will find the great statesmen of England glad to come back in the conduct of English affairs to the recognition of those rules of international law that they have contributed so much to create. * * * England may feel the desire of absorbing the commerce of Germany and of starving her people, but she can have no right of doing it at our loss or of making us the instrument of it."

Senator Borah (Idaho)—"Does not the Senator think that Great Britain, of course, realizing that she cannot carry on her war without munitions from the United States and foodstuffs, etc., also understands that the United States will not forego the business opportunity of supplying those things to Great Britain and that, therefore, she does not feel uneasy about the situation?"

Mr. Smith—"She may think that is true * * * She knows that we would be suspending profits while she would be going to absolute ruin. She knows that we are right and that she is wrong."

Mr. Borah—"But she understands, of course, that she is fighting for her existence and that we are unwilling to deny ourselves the opportunity which that situation presents * * * Does the Senator believe that, by any possibility, we could pass through the Congress of the United States an inhibition against or



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Senator Smith, Georgia



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Senator Borah, Idaho

an embargo upon the shipment of those things which Great Britain needs?"

Mr. Smith—"If I could have the support of the able Senator from Idaho, I would be glad to join him in passing such a provision."

Mr. Borah—"That would make two."

Senator Clarke (Arkansas)—"Here is another."

Mr. Smith—"With the support of the Senator from Idaho and the Senator from Arkansas, we could well hope for the balance."

Mr. Borah—"I think I can in the Senate count five or six."

Mr. Smith—"I can count a good many more than that on this side."

Mr. Borah—"I will say to the Senator that I am perfectly willing,

as a Senator, to take action both with reference to protecting our rights upon the sea and upon the land, upon the ocean and in Mexico * * * I have but one guide in these matters—the interests, rights and safety of Americans."

Senator Nelson (Minnesota)—"This war has been prolific on the part of all the belligerents of violations of the rules of international law as we have understood it heretofore * * * But there is a difference to which I want to call the Senator's attention between the British method and the German method. The British have held up our ships, taken them into port, searched their cargoes and taken out what they conceived to be improper and either confiscated it or commandeered it, but, in the main, they have let the ships go. They have not destroyed the ships. The Germans have not only destroyed the cargo but they have destroyed the ships and, in many instances, they have killed the crews on these vessels."

Senator Williams (Mississippi)—"There never was a war in the world between two or more great powers possessing land or sea strength when the rights of neutrals were strictly respected * * * Let me talk about cotton a little * * * Cotton is worth 12.38 cents a pound * * * in the Memphis market, which happens to be my market * * * If peace came tomorrow, cotton would not be

worth over ten cents a pound. Why? The increased demand for explosives and tents and tarpaulins and uniforms and the increased rapidity in the destruction or wearing out of each. Whatever else this war has done, it has not lowered the price of cotton * * * It is selling at from one to two cents per pound higher price with the same supply and demand it would if all the world were at peace and there were no war uses for it * * *

If this Congress were to pass and the President were to sign the measures which the Senator from Georgia is advocating, it would necessarily result in non-intercourse with the allies unless the allies were going to stand still like a lot of whipped curs while they were engaged in a war which they believe to be for life and liberty and national independ-

ence and obey the ukase of the United States Congress * *

Will they? Of course not! Then what will follow? Commercial non-intercourse. Then what becomes of cotton? Cut off the British market and cut off the French and Italian market and their colonies and their dependencies, and cotton would not be worth four cents a pound week after next. You will not even have helped but would have murdered the price of cotton even after you had been base enough to make that the chief consideration of your policy * * *

It is about time we were recognizing facts and above all things I don't want to see Dixie * * * put in the attitude of seeming, at any rate, to care just as much about property as it does about life."

Senator Hitchcock (Nebraska)—"The Senator from Mississippi has said that he would not assert the neutral rights of the United States with the Army and Navy because they are inadequate. He has said, in effect, that he would not assert, through the powers of Congress, commercial pressure to compel a country to recognize our neutral rights. Now, I ask him

what he would do when a country defies the protests we make against the

outrages of our rights as a neutral?"

Mr. Williams—"I should do what the United States Government did during the French revolutionary war * * * and during all the other periods of our history when we were faced with this unfortunate situation of maddened, angered, blood-intoxicated belligerents not respecting neutral rights. I would lodge my protests and I would uphold the principles of international law and the rights of neutrals until a proper day of reckoning came under our treaties and under general international law, rather than fight about money. If the sole cause of the quarrel were either money or base merchandise; I would wait until the people to whom I had appealed or to whose government I had appealed had become sober and cool and then I would accomplish about what the United States Government did in the case of the Geneva award. Abraham Lincoln and Seward and the men other than Seward who were advising Abraham Lincoln did not push that matter just at that time, but when the proper time came they did push it * * * I would not kill one human being on the surface of

this globe, American or foreign, because of mere property or because of mere dollars until I had been able at least to appeal to a cool and

self-possessed court not maddened by war passion, not intoxicated with blood and had then found that a foreign power had deliberately, coldly and purposely refused to do me justice even after an award. Then, if that took place, I would fight with what heart and strength and might and main that God had given me."

Mr. Hitchcock—"Does the Senator know anything about the violation of the mails of the United States upon

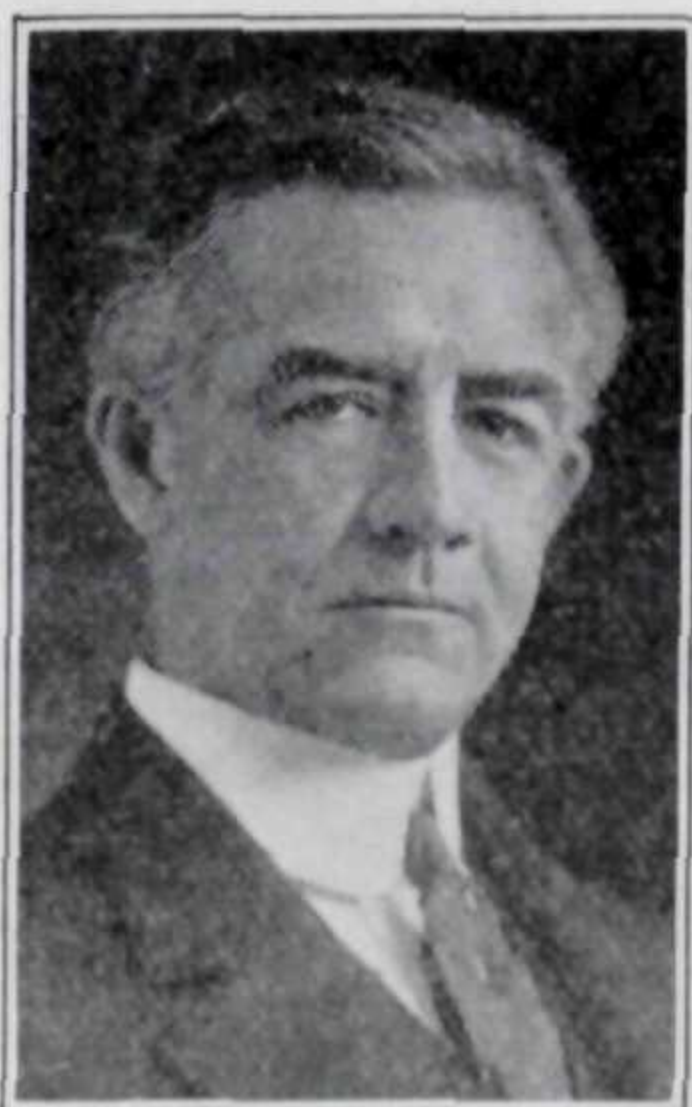
the high seas * * * I ask the Senator, suppose that right, that sovereign right of the United States to send its mails to a neutral country is not acknowledged by Great Britain, what would the Senator do under those circumstances if he would not fight and would not pass legislation?"

Mr. Williams—"I am not going to shed one drop of American or Canadian



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Senator Williams, Mississippi



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Senator Hitchcock, Nebraska



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Senator Nelson, Minnesota

blood on account of any confounded (laughter in the galleries)—I beg pardon—on account of any foolish action of the British censors with regard to letters and parcel post matter * * * What they have done is wrong, and I refuse, notwithstanding it is wrong, to cut their throats about it."

Mr. Hitchcock—"The Senator does not care if the business mails of the United States are opened and the bills of lading are examined, and the weights and prices are taken * * * to a central authority in Great Britain where they can be transferred to the British manufacturers and the British shipping agents so that they may know the secrets of the United States business men and may steal away their trade in the midst of war?"

Mr. Williams—"Of course the Senator from Mississippi cares in a certain sense. Of course the Senator represents every act of a belligerent which violates neutral rights * * * But * * * I do not care enough to shed human blood about it. Now as to whether the British censors take these private business letters and hand them over to British concerns, do you know, I do not believe a word of that. I think Great Britain is a little too busy in war on land and on sea just at present fighting to maintain her naval supremacy and her empire to be engaged very much as a government right now in discovering or betraying 'trade secrets.' But whether she is or not, it is one of the sad things that always accompanies a nearly universal war between peoples when each side thinks it is fighting for its existence and when they are not paying as much attention as they ought to the bystander."

Mr. Hitchcock—"What is the Senator in favor of doing for the purpose of compelling the observations of our neutral rights?"

Mr. Williams—"If the Senator from Nebraska, as an individual did me some money wrong as an individual he would not think it was cowardice or poltroonery, if I said I would leave it to the determination of some cool nonimpassioned third party to act as a judge. * * * I would not surrender one neutral right in the world. * * * I would protest against every violation, but I would not shed blood about base merchandise if I could help it."



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Senator Walsh,
Montana

Mr. Smith—"The people of our entire country, let them come from where they will, I believe place life above property, but I have yet to find even in my section those who are willing to have all their property rights and the sovereign rights of the nation disregarded."

Senator Vardaman (Mississippi)—"I would not have the United States Government sacrifice one soldier for all the money on earth, but I maintain it is incumbent upon the United States Government to protect the business interests of its citizens. * * * If the business rights of the citizens are not protected * * * and our citizens robbed and plundered without interference or protest on the part of our own government it is but a short step from such a violation of the law to that of murder. * * * If the Congress shall pass an act putting an embargo upon the shipment of munitions to the allies, to remain in force until the allies shall cease to interfere with trade between the neutral nations, it would be doing no more than we have the right inherently to do."

Should the President Interdict Commerce

Referring to the note sent by the Department of State, signed on October 21, 1915, to the British Foreign Minister, calling attention to the violations of our neutrality and interference with our commerce, Senator Walsh (Montana) declared that, after a lapse of three months, no answer had been received to this communication. He then went on to cite international law authorities on contraband and blockade and to deny in general the sweeping assertion that Great Britain had followed practices observed or originated by the United States during the Civil War.

Mr. Walsh—"No particularization is necessary to impress upon the mind the seriousness of the denial of our right to import freely through neutral ports goods originating in Germany or Austria * * * The European trader knows that an order to an American house may and probably will be detained for an indefinite time while on the way and may not reach its destination at all. The reply must encounter the same risks. He concludes that he will order from an English house with which he can communicate without delay or interruption * * * The Senator from Mississippi tells us that any property loss can be paid for in money. Can it? * * * When a trespass has been committed and there is no likelihood of a repetition of it, the law awards damages as full relief. But when the wrong is continuing, when

it has been repeated and the perpetrator threatens to continue his unlawful course, the law regards damages as wholly inadequate relief and awards injunction against a repetition of it * * * The persistent disregard of those laws and usages [of sovereignty] by the authorities of one state to the detriment of another is an encroachment upon its sovereignty just as much as would be the occupation of a portion of its territory * * * The logic of the situation is plain. If the allies decline to yield to reason, we must cease trading with them. * * *

"I am convinced that we should not have adjourned last spring before authorizing the President to interdict commercial relations with any of the warring nations whenever, in his judgment, it became impossible to secure, through the diplomatic channels, recognition of and respect for our right to trade with foreign countries, pursuant to and in accordance with the accepted principles of international law. I offer a bill the purpose of which is to invest him with that power."

Thirty days after the President had declared by proclamation that he had been unable to obtain from any foreign country satisfactory assurances that it would desist from interfering in American trade with any country in a manner considered unlawful by the Department of State, it would become illegal, under penalties of fine and confiscation for goods and vessel, to export goods or to transport such goods to the country in question or any of its possessions. The proclamation to be issued by the President when he had received assurance of the kind required would release the embargo.

(The bill was referred to the Senate Committee on Foreign Relations on the 28th of January.)



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Senator Vardaman,
Mississippi

Senator Pomerene (Ohio)—"The Senator has suggested as a possible remedy for these interferences the placing of an embargo on all our commerce with the offending nation. Of course, if that is done, the effect is twofold—one upon the offending nation, the other upon our own citizens, our own commerce, our own manufactures. Has the Senator taken into consideration what would be the possible attitude of our commercial and manufacturing interests in the event that an embargo was to be placed upon all shipments to the offending nation and thereby cut off all the commerce with that nation?"

Mr. Walsh—"The Senator has considered that. It would obviously be a contest between patriotism and the desire to profit out of the situation and it is a question as to which would prevail."

Britain's Preparation for Economic Victory

WITH German water-borne commerce and the foreign trade of the central empires largely at a standstill, the British government has begun to make preparations for eliminating Germany as a future economic rival. Because of the intricate complications of international trade there is always a question how far efforts of this kind will affect the interests of other nations such as the United States.

British citizens were urged to study the causes, conditions and characteristics that had made the Germans great commercially. Exhibitions of German and Austrian made goods were held in different parts of the United Kingdom and British business men were urged to attend for the purpose of discovering how, in the future, such goods might be made in England. We have already had occasion more than once in these pages to record efforts being made in England, with government support, to supplant German industry and trade in the matter of the production of dye-stuffs. In other products, notably in glass optical goods, the British manufacturer says he has already displaced his former German competitor. Chambers of commerce, boards of trade and other business associations agitated the subject and worked out many plans for getting "enemy trade."

Some very frank speeches have been made in the British Parliament during recent weeks. These speeches on the economic results of the war brought out a frank declaration of government policy from Hon. Walter Runciman, the President of the British Board of Trade. Prof. Hewins, a member of the House of Commons from Herford, had introduced the following resolution:

Resolved that, with a view to increasing the power of the Allies, in the prosecution of the war, His Majesty's Government should enter into immediate consultation with the governments of the Dominions, in order, with their aid, to bring the whole economic strength of the empire into co-operation with our Allies in a policy directed against the enemy.

What She is Doing to Capture "Enemy Trade"

Prof. Hewins and others insisted that Germany is seeking military success with the deliberate intention of forcing upon conquered territory German projects, German arms and German conditions. They believe that the German armies purposely invaded the industrial sections of Belgium and France with a direct object of immediately destroying the most serious commercial competitors of German industry.

Speaking officially for the government, Mr. Runciman declared that, while no intelligent Englishman believed the British fleet could "starve" Germany, the Germans, nevertheless, had begun to feel most severely the effects of the blockade.

Referring to the resolution already quoted, Mr. Runciman gave it as his opinion that an Imperial Zollverein either within the empire or with Britain's allies was impracticable. He insisted, however that the working of the "most favored nation" clauses of commercial treaties had always been used by Germany to the increasing disadvantage of her commercial competitors, and it would probably be necessary after the war for Great Britain to do away with a great many of these treaties and begin things all over again.

Nothing, said Mr. Runciman, can ever be the same again in the world's trade after this war is over. However, from the British point of view an economic war by Germany after the clash of arms has ended is not to be permitted. Moreover, Britain's allies must be helped. Both Russia and France, he claimed, realize the necessity for "a pooling of economic issues." Englishmen, he continued, must be better trained and more adaptable. Commercial banking must be extended, the British patent system must be overhauled and new inventions encouraged and developed. Exchange exhibitions must be continued and the metal and coal supplies placed under systematic government control. Shipping also must be thoroughly overhauled. Never again "should subsidized foreign liners be permitted to run into British ports as freely as British ships." "We are, in fact, mobilizing for Imperial purposes and for the purposes of the allies the whole economic strength of the British Empire."

Referring to what he called the longest contraband list ever written in the history of the world as evidence of the thorough-

ness with which Britain was bottling up her rival, Mr. Runciman closed his speech with these significant sentences:

An economic war should be well within the range of our powers. We must see to it that, having ended this war victoriously, we do not give Germany a chance for reconstructing her economic machinery * * * Commercially Germany is a beaten nation * * * The real trouble is that, when the war comes to an end, having been beaten at sea and, we hope, on shore also, Germany will wish to embark on a new economic campaign. It will be necessary for us in making peace to see to it that Germany does not again raise her head.

In more than one great section of the earth's surface, said Mr. Runciman, Britain has already taken the field away from the German. He cited South American trade in particular.

The Hewins resolution was then passed without opposition.

The comment on this significant utterance of Mr. Runciman in the British press generally, has been approving almost without dissent. In an editorial in *The Statist*, edited by a leader of British finance, Sir George Paish, the significant statement is made that "if the whole empire acts as a unit, it can take such measures economically as will render it utterly impossible for Germany and Austria to contemplate a war of revenge." The great "merit" of Mr. Runciman's speech, continues the editor of *The Statist*, is that it lays special emphasis upon the necessity for "increasing immensely the trade of the whole British Empire and wresting once for all from Germany the almost monopoly she had acquired in certain branches of trade."



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Sir George Paish

Editor of *The Statist*.

We ought to apply ourselves to meet all the costs of war and to come out of the struggle not merely victorious, but with so little serious injury to our economic and financial systems that in a few years after the war we shall be stronger—infinitely stronger—than we were before the struggle began; and that we shall take such measures, principally within the British Empire itself, but also so far as possible in conjunction with our allies, that it will be impossible for Germany to build up a monopoly in many trades such as she had nearly acquired in the middle of 1914; and that, on the contrary, the British Empire shall be, as near as it is reasonably possible self-supporting and self-sufficing.

The Government Making American Citizens

IT was an innovation in naturalization practice for an officer of the Government to rise in a naturalization court and object to the conferring of citizenship upon an alien who was not qualified to assume with any degree of intelligence the responsibilities of American citizenship. The voice of the Government has been raised, however, in objection, through the naturalization examiner, with such effect that over 74,000 applicants have been refused citizen's papers out of the 594,967 petitions for citizenship heard.

The habits of men are strong, and, notwithstanding the assumption of Federal supervision over the naturalization laws, many organizations persisted in inducing, for purely selfish reasons, the unsuspecting and accommodating alien to accept the title. This influence was exerted almost invariably just preceding the holding of an election in any part of the country, and was attempted after the government undertook the supervision of the naturalization law.

Notwithstanding this seeming restriction of naturalization, the administrative policy has always been to facilitate the admission to citizenship in conformity with the legal requirements, of all qualified candidates. Conferences were held by the naturalization examiners with the naturalization judges and the public school authorities and as a direct result evening classes called "citizenship classes" were organized in the public schools in various parts of the country, and the naturalization courts directed the unprepared candidates to attend these classes before their petitions would be

favorably heard. Public spirited and

By DEPUTY COMMISSIONER R. F. CRIST
Bureau of Naturalization, U. S. Department of Labor

patriotic societies also organized and maintained classes at their own expense in many parts of the country, notably in Philadelphia, Rochester, Buffalo, St. Louis, New Bedford, Mass., Detroit, Cleveland, Chicago, Kansas City, Seattle, Minneapolis and Los Angeles. Celebrations were held in furtherance of this great work under the inspiration of the schools and of patriotic and civic organizations in Brockton, Mass., Rochester, New Bedford, Mass., Cleveland, Chicago, Rock Island, Ill., Los Angeles, Philadelphia and many other places. There were celebrations by the courts in many places as early as 1907 when addresses on citizenship were delivered by the court, and by others, upon the invitation of the court. In some cities receptions are regularly held to the incoming candidates. By far the most important of all these receptions to the newly-naturalized citizens, and the one carrying a national influence, was the gathering in Philadelphia on May 10th last, at which the President ad-

ressed an assembly of over 19,000 citizens. Within two weeks there was launched a movement for the holding of similar receptions in all of the cities of the United States, and "Americanization Day" was proposed. An Americanization Day Committee was formed, and celebrations were held quite generally throughout the United States on last Independence Day. Today, the nation is aroused to the necessity for the Americanization of the entire populace, including those born in this land, as well as those born in any

other country of the globe.

During 1913 and 1914 plans were formulated which led to a survey of the schools by the Bureau of Naturalization. This showed that the public school authorities were all most anxious to meet the needs of the non-English-speaking foreigner, but their equipment was found to be wholly inadequate. In May last, the Bureau announced its intention to secure nationwide co-operation of the public school system as an aid in inculcating doctrines of patriotism in the minds of the candidates for citizenship. Today, this co-operation is a working reality in nearly 600 cities and towns in 43 of the States of the Union, and embraces almost every community with a foreign population. The Bureau has perfected a system of personal contact with the entire resident alien body, through the public schools, by which not only the candidates for citizenship, but the immigrants as well, are being brought into the public schools. It has perfected a course of instruction in citizenship, which is in the hands of the public school teachers.

The course is not for the sole purpose of enabling the candidate to "answer the questions in court," nor to cover him with a veneer of American citizenship, but it is fundamental in its purpose and is based upon the two years which the candidate must await after he declares his intention to become a citizen before he may be vested with that state by the court. The first year is devoted to the acquisition of a mastery of reading, writing and speaking in our tongue. The second year is devoted to a thorough, practical training in citizenship responsibilities. Under this course, the mayor of the city, the alderman, or councilmen, the heads of the various city departments—police department, the health department, the fire department and others, the city and national legislators, will come before the assembled student body and each tell of the duties of his particular office. After each of these officials has appeared, the class is required to discuss, deliberate and debate the duties told to them, so as to insure perma-



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Secretary Wilson

The Cabinet officer under whom the Bureau of Naturalization works.



Courtesy of the Philadelphia North American

A Naturalization School for Immigrants Learning About the Government of Their Adopted Country

mentally fixing them in their minds. The sanctity of the franchise and purity of the ballot are clearly established in their minds. They are then required to perform all of the duties of the American citizen, to nominate, electioneer for, and select a mayor and other officials of the city government, to formulate rules to govern themselves in the schools, in their places of employment, on the streets and in their homes, and rules of sanitation and to enforce these rules. The selection of a presiding officer will inaugurate the breaking down of the lines of national prejudice in the student body and lay the basis for their unification and Americanization.

To bring the candidates for citizenship to the schools, the Bureau sends letters to them and their wives, inviting them to attend the schools, and points out the material advantages which will accrue to them.

The native-born American needs to feel the leavening influence of Americanization as surely as the alien uninformed of our institutions needs to have his capacity developed to enable him to understand them and choose whether he will accept and dedicate his life to them, or continue his allegiance to the sovereign of his nativity. Neither native nor foreign-born residents can be forced to feel the love of country. The lack of a sense of devotion to country is chargeable solely to ignorance where those institutions are for the universal and individual well being. If anyone is to pin his faith to our governmental institutions and continue loyal to them, he must clearly know what they are. A large body of educators believe that the only means by which our institutions of government can be taught to the non-English-speaking resi-

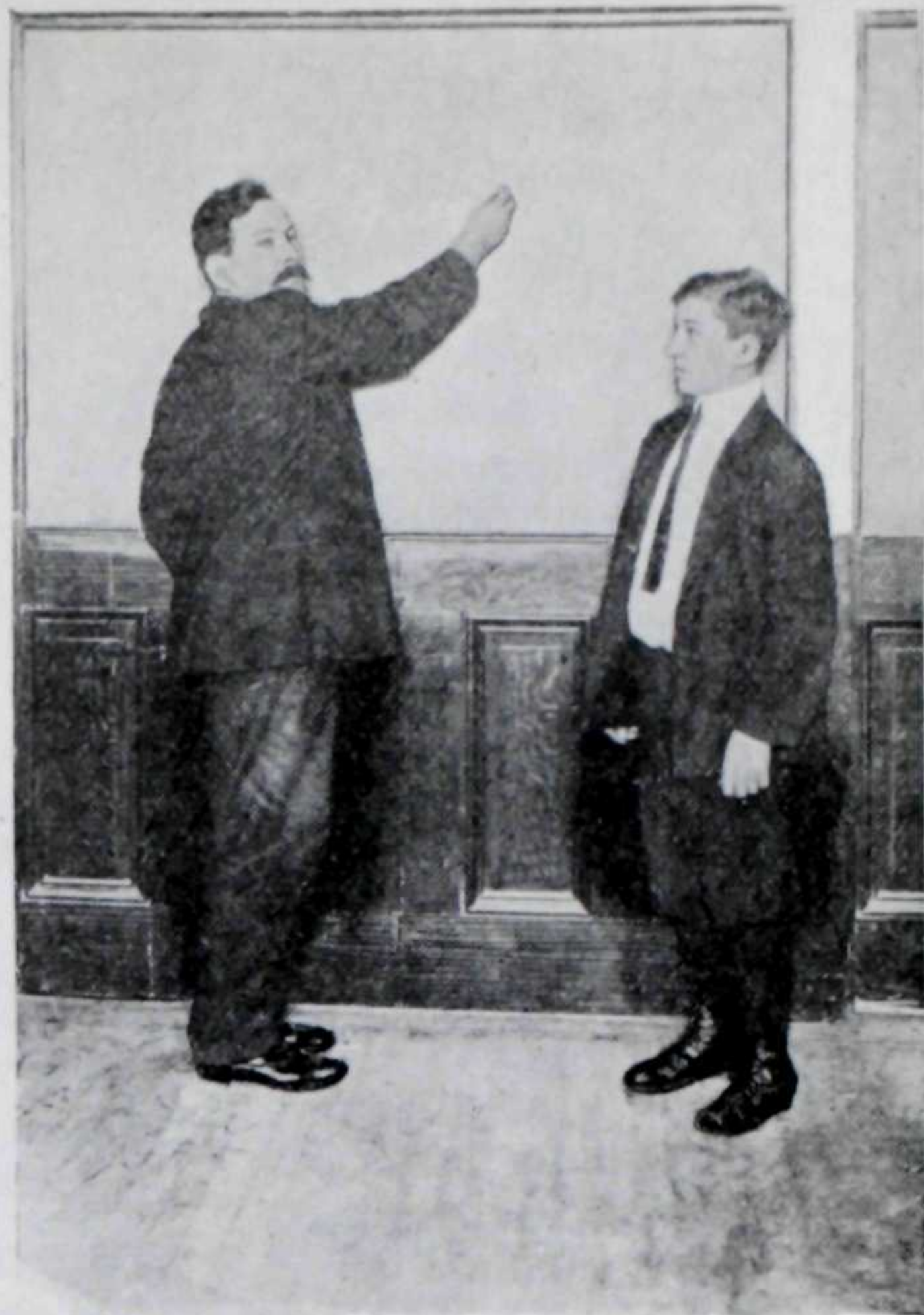
dents is through the agency of their compatriot who speaks their foreign tongue. That they are wrong will be discovered by a survey of the public schools such as has been made by the writer. The American school teacher can transform the individual into a faithful, loyal and devoted American by the scores while the "educators" may be searching for the foreign-born linguist who is qualified to teach American patriotism. The linguistic qualification is more than apt to perpetuate the national groupings of foreign-born citizens than to effect their Americanization.

The Bureau is now perfecting a certificate of graduation to be issued in cooperation with the public schools, to the successful candidates, as a national and municipal recognition of their efforts. It has planned to receive reports from the Superintendents of schools at the end of the present scholastic year upon the course of citizenship instruction which it has distributed. These reports will be consolidated.

Convention in Washington

The Bureau is planning to hold a convention of school teachers and officers in Washington City next summer. They will come to this convention prepared to formulate a course of instruction along the lines of the course submitted to them, to present the best thought of the public schools of the United States. Specimens of the school work of the students will be forwarded to the Bureau, showing their proficiency in penmanship, arithmetic, literature, manual training, domestic arts and sciences, and photographs of the classes will be exhibited. Moving pictures depicting the landing of the immigrant at Ellis Island, his life in the years intervening before admission to citizenship, naturalization proceedings in the court, and others of school activities, including community center development and civic betterment in all that relates to the home life and surroundings of the foreign-born residents will be shown.

The purpose of the Federal supervision of the naturalization law is to inspire the resi-



Courtesy of the Philadelphia North American

Father, First Grade, and Son, Sixth, in a Naturalization School

dent foreign body with a sense of loyalty to the nation. The Bureau's course of instruction has been prepared to offer to the candidate for citizenship something that will lead him to dedicate his life to our institutions, even before he receives from the court the legal title to American citizenship at the time of his admission.

General Approval of Method

Every effort will be made by the Bureau of Naturalization to have its course in citizenship instruction adopted by the high schools and higher graded schools, so that the native-born American may be given adequate training in the responsibilities which he will assume upon attainment of his majority.

From all parts of the country there has come a most hearty assurance of complete support. Chambers of Commerce, patriotic and other organizations throughout the United States have passed resolutions endorsing this work. Governors of states, judges, both federal and state, mayors, superintendents of schools, and other officials of cities have pronounced this movement to be the most timely and are fostering the spirit of cooperation. The Bureau, therefore, feels that this, the ending of the first decade of Federal supervision, has been crowned by a recognition by federal, state and city governments of the dignity of the proceedings of conferring American citizenship.



Courtesy of the Philadelphia North American

The New Generation of Imported Citizens

An interesting group of Hindu, Armenian and German mothers with their children

What Chance Has American Business in Russia

By ALEXANDER VLADIMIROVITCH BEHR

*Vice President of the Russian-American Chamber of Commerce, Moscow**

AN International crisis has focussed the attention of American business men upon foreign trade opportunities. More than that, it has placed the United States in a position of unusual advantage, a position amounting almost to one of domination of the world's markets.

By reason of these abnormal conditions your country in a comparatively few months has suddenly gained economic and financial advantages which have not come to other nations even after years of continuous, energetic and intelligent effort.

Your imports of gold exceed your exports by more than \$170,000,000, quoting figures that apply only to the first ten months of the current year. During the same period you have piled up a trade balance of approximately \$1,500,000,000. These figures are amazing, particularly when we realize that the heaviest excess of exports in any preceding full year was \$691,000,000, and that was an abnormal balance at the time.

What is going to become of all this surplus gold? Will it be permitted to lie idle in the banks? I think not. This great wealth has come so quickly that you do not appreciate the full value of it yet, perhaps. But your financiers will appreciate it, later. There must be an avenue for using up this surplus. Foreign trade extension is the only logical answer.

No More Attractive Market than Russia

So far as future trade opportunities are concerned, I hold that there is no more attractive market for the United States than Russia. You talk of South America, but I think the line of resistance will be easier as regards Russia than South America. Your trade relations with South America must necessarily be dependent, in great measure,

* The Russian-American Chamber of Commerce, with headquarters at Moscow and a branch office in New York, was established in 1913. It aims to assist in every way possible in the promotion of commerce between the two countries; to supply to merchants and manufacturers of each useful information about conditions in either country. It publishes a journal and various pamphlets, and organizes exhibitions of goods. The President is Nicolai Ianovich Gutchkoff.



Alexander Vladimirovitch Behr

upon political conditions. Trade with the Russian Empire offers a straight, commercial proposition.

Russia has 180,000,000 people, scattered over one-seventh of the earth's surface. She possesses a store of natural resources that can be found nowhere else in the world. These await development. Russia has a reserve of some 250,000,000,000 tons of coal, countless millions of tons of iron and copper, gold and silver, platinum, lead, manganese, mercury, nickel and other metals. Her oil fields stand second in the world, and they are only partially developed. Her forests, covering one-fourth of the empire's vast area, offer the world's reserve of timber.

The United States demands these commodities, as she does hides, skins, bristles, fur, wool, etc. Of these also Russia produces an unlimited supply. Russia, in short, comes into the reciprocal trade market with a sure balance of offerings on her side.

Some Significant Figures

The trade situation of Russia before the war may be summarized as follows: In our imports, Germany had a very large share. In the year 1913, for instance, of Russia's total purchases of simple iron and steel amounting to \$10,630,579, Germany supplied \$8,410,341 worth, while from America came only the value of \$137,542. In simple machinery of iron and steel amounting to \$18,747,730 Germany supplied \$14,626,050 and America \$211,342.

Other imports included: pig iron manufactures, total, \$1,721,274; from Germany, \$1,366,837; from America, \$20,553; manufactures of copper alloys, total \$5,306,686; from Germany, \$4,708,065; from America, \$15,136; tin plate manu-

factures, total \$3,015,333; from Germany, \$2,653,491; from America, \$15,631; metal working machinery, total, \$6,585,616; from Germany, \$5,488,934; from America, \$244,405; dynamos and electrical motors, total, \$5,008,348; from Germany, \$4,431,762; from America, \$14,180; parts of machinery and apparatus, total, \$9,559,144; from Germany, \$6,966,330; from America, \$601,254; electrical appliances, total, \$3,506,284; from Germany, \$3,196,215; from America, \$51,576; musical instruments, total, \$3,395,279; from Germany, \$3,020,612; from America, \$10,390; motor cars and trucks, total, \$8,951,095; from Germany, \$7,102,264; from America, \$300,760.

Russia's Enormous Resources

These examples, selected at random, are representative of the conditions which existed throughout the entire list of articles imported into Russia. They are enumerated not only to show the evil effects of political-capital investments in our country, but also to indicate the great volume of imports which would



Ekaterina, Russia's New Ice Free Port and the Railroad that Connects it with Petrograd

A new factor bound to be of enormous importance in Russia's trade with the outside world is the open port of Ekaterina on the Lapland coast of the Arctic Ocean. It is within the influence of the Gulf Stream and will therefore replace Archangel. The railroad to the Russian capital recently completed by American engineers is double tracked. This map is reproduced from an article in the *London Shipping World*.

unnecessary if our own resources were properly developed. With American capital and genius operating our mines and our factories, with the cheap and efficient labor procurable in Russia, this immense volume of trade could be made to originate and end within the empire, to the great profit of the investors. With our protective tariff, the low cost of labor and your efficient manufacturing methods, there would be no fear of competition from any quarter.

Aside from the political influences, the dominating reason for the great excess in our imports from Germany as compared with other countries has been also the low cost of manufacture in Germany, owing to the low rate of wages which existed in that country. That, however, is a condition which will be altered in the future. With the tremendous burden of taxation which must fall upon the German people as a result of the present war, the whole mode of living in that country must be changed. Taxes imposed must be paid, and, in order to pay them, workmen must receive far higher wages than have prevailed in the past. With the cheap and efficient labor to be obtained in Russia, she herself should be by far the strongest competitor for her own home markets, and even for German and other European markets against German or any other competition.

There is one more remarkable factor, however, which must be set down among the occurrences of the past year as contributing greatly to the future of Russia as a trade partner with the rest of the world. I refer to the prohibition put upon the sale of liquor, which has established an industrial efficiency and a purchasing power within the nation itself not realizable or easily understood by those who have not been close to the problem. The moral and physical strength of the people has been increased one hundred fold.

All of this means that there is more money in Russia than ever before. Not only has there been a great mobilization of industries, and a large industrial distribution of government money; the

people themselves have more money than ever before. The merchants will now secure what formerly *vodka* took.

The poor Russian now can buy two shirts a year where before he bought one shirt in two years. Think what that means with 180,000,000 of people. It was formerly calculated that, if every man in Russia used only one handkerchief in a year, the country would have to double the output of her cotton mills. Formerly the Russian masses considered themselves too poor to buy such a luxury as a handkerchief. *Vodka* offset every educational effort to the contrary.

All that has changed, and there is a new era ahead—one of almost unlimited prosperity and industry. Does this mean nothing to the rest of the world? Does it mean anything to the United States?

If there had been no war, the United

Germany's great increase in foreign trade, up to the time of this war was due, more than to any other factors, to: (1) The cooperation between her business men and her government. (2) The foresight and liberal methods of her bankers. Her banking facilities were shaped to suit conditions abroad, and her bankers came into direct and close contact with the people whose trade was sought. Credit conditions were studied at close quarters, and business was done through the banks.

Must Prepare for Russian Trade

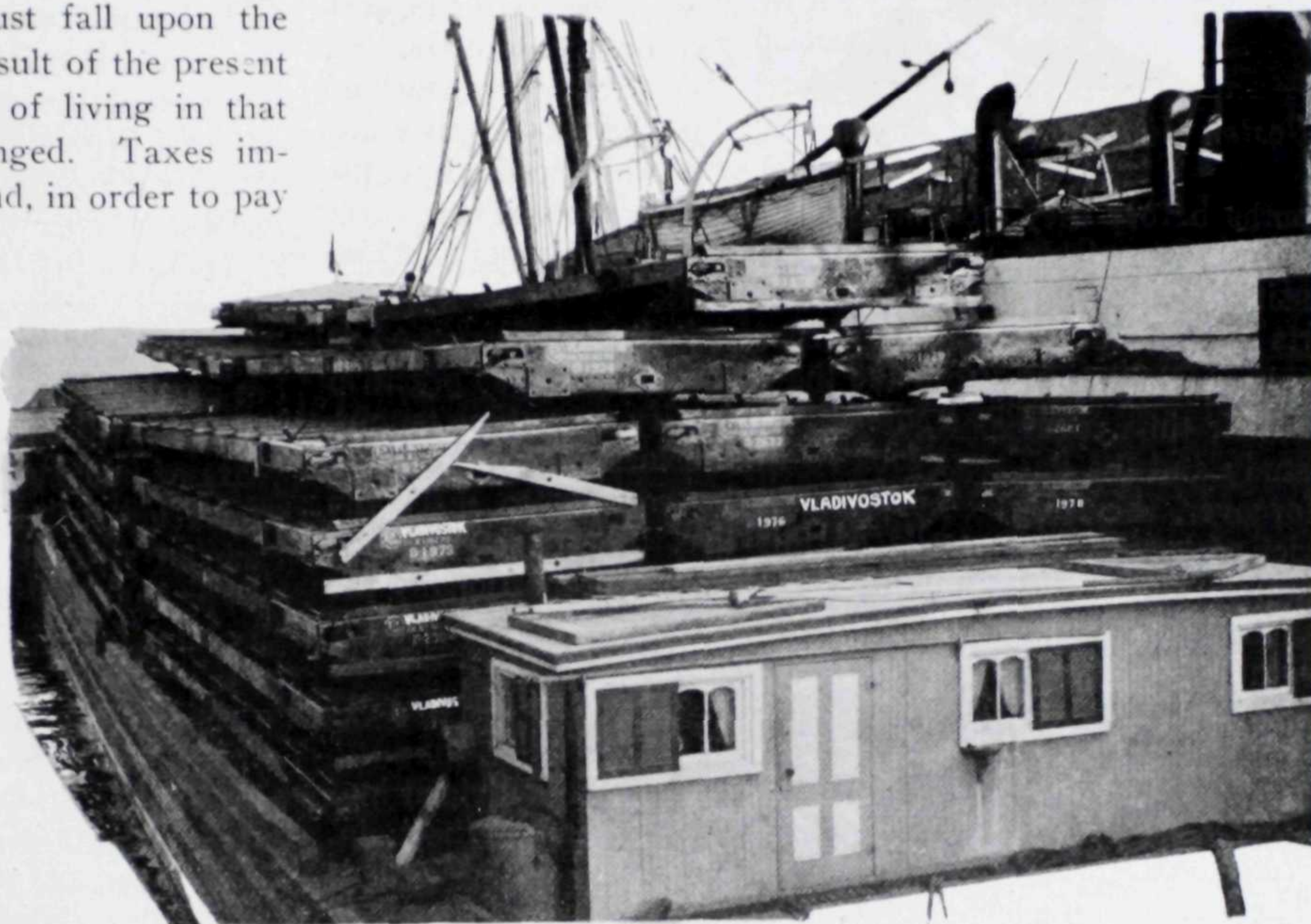
For this American business men must prepare. There are three factors in the game; the banker, the manufacturer, and the merchant—and each must keep to his own line. The manufacturer and the merchant do not have to extend credit

direct to their foreign consumers. That must be done through the banks. If American financial institutions establish foreign branches, and adopt a live, liberal policy abroad, there is only one answer to the problem, and that is untold success in the markets of the world.

Finally, I would emphasize the fact that there is one asset in the American way of doing business calculated to offset all European competition. That is the American habit of creating the supply ahead of the demand, which means,

creating the demand itself. The European habit is to wait for the demand, and then meet the supply. That is where you Americans beat the world. And your opportunities have only just begun.

There are certain necessary adjustments that must be made if the business men of the United States are to make a successful invasion of foreign markets, and get there to stay. It must be realized that after this war is over, the race for commercial supremacy in the markets of the world will be keener than the world has ever known. And victory will come, not to the swift, nor to him who cries loudest in the market-place, but to the well prepared.



Photograph by Pictorial News Co.

One Large Item of Our Present Trade with Russia—Flat Freight Cars for Vladivostok

States, in attempting to extend her trade with Russia, might have had to revise her business methods considerably and make some vital readjustments in the conduct of the foreign relations of her business men. The advantages today are all with America. True, there is one important adjustment to be made, one that would be necessary, anyway, for the extension of American trade anywhere abroad. That is in United States banking facilities. We see signs indicating that that change is being provided for. With the energy and efficiency with which the American people do things, once they take hold, it is certain that the necessary adjustments will be handled with expedition and foresight.

A Modern High School of Commerce

THE sole aim of the Boston High School of Commerce is to furnish the pupils four years of training for the specific purpose of entering business in Boston. It succeeds in its purpose to the extent that fully seventy per cent of its graduates have positions waiting for

By JAMES E. DOWNEY,

Head Master, Boston High School of Commerce

the first class, while the enrollment of the school is now 1600. A comparison of these figures shows how seriously many parents, in selecting a high school for their boys, regard the value of an education for business.

Last fall the school moved into its new \$500,000 home. This building has a capacity for 1,800 pupils and will probably be fully occupied with the entrance of the next first year class.

The early work of the school was much influenced by the

example of the high schools of commerce of Europe and the High School of Commerce of New York.

The purpose of all its instruction is to make the classroom work as practical as possible. To justify everything taught, we look to the business life of the city. By adapting the courses to meet the needs of this life, the school offers a training that develops proportionally the mental, moral and physical capacities of the pupils.

Some of the Courses Taught

The work of the school is divided into three courses, to correspond, in the main, to the organization of the selling side of business, merchandising, accounting and secretarial. A small percentage of pupils graduate from the school through the accounting course, about one-third

through the secretarial course, and the large number through the merchandise course. The distinguishing studies of each

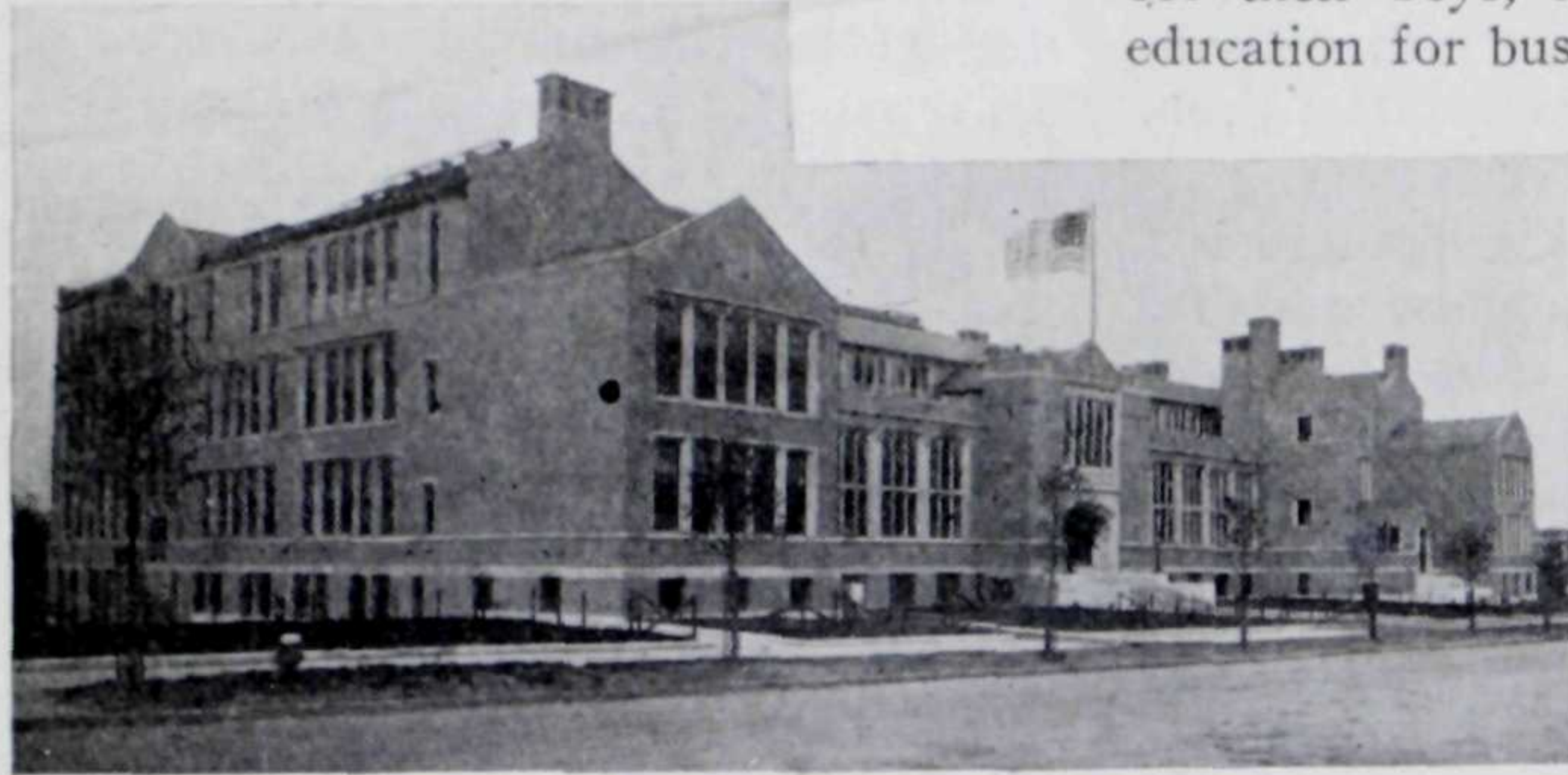
course are, respectively, accounting, stenography and typewriting, merchandising.

Since good penmanship is indispensable to a young man entering business, after a boy enters this school, for the first six months daily instruction is given in this subject. After that, throughout the four years, such standards of penmanship are maintained as will keep up the skill thus acquired.

The value of spelling in business cannot be disregarded. At present, definite instruction in spelling is given in the high school course throughout the last two years. We are finding, however, that the allotted time does not give us the drill we need in this valuable work and, hereafter, instruction in spelling will be extended to cover the entire four years.

Training in the essential of all good business, accuracy, is striven for throughout all details of the school life, but particularly in the two years of commercial arithmetic work in the three years of bookkeeping work. Our aim is to develop such a sense of responsibility, such an attitude of mind, that no task will be called finished until the worker is absolutely certain that his results are correct.

Emphasis, finally, is laid upon very definite instruction in extemporaneous speaking for all boys throughout the four years. The school recognizes that a boy going into the business world today should be a ready, interesting and resourceful talker, particularly for such phases of business as call for direct dealing with the public.



The Home of the Boston High School of Commerce

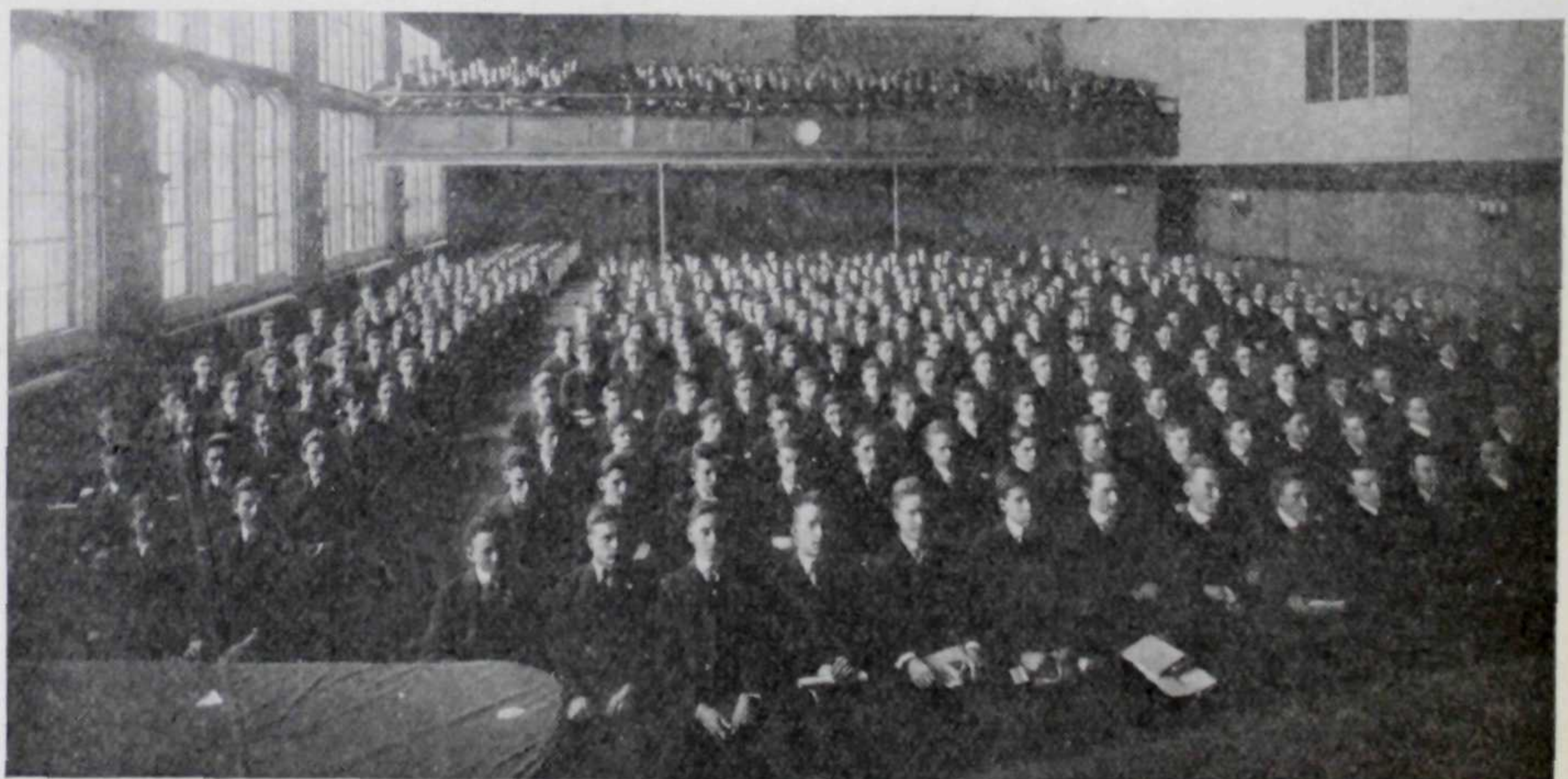
them two or three months before they graduate, and the others are quickly snapped up by the business houses in Boston and other parts of Massachusetts. It has an advisory committee of business men who give their time regularly to the course of study and the details of the work. Moreover, they devote their time to a series of lectures by business men to the pupils. The young men in the school do a certain amount of continuation work,—in fact, a large proportion of them secure positions during the holidays and the summer months in business houses, and the records they have made have been satisfactory.

Some Broad Results

There is being developed in connection with the school a rather promising commercial museum. Funds have been raised to send some of these young men abroad. Beyond that, as evidence of the very practical work, there is now maintained within the school a savings-bank, a branch of one of the local banks, the work being done by the students. The money is turned over to the local bank.

Thought is given to mental training, but physical training is not overlooked. It is realized that if these youngsters are to serve well in life they must be physically strong as well as mentally fit. Working on this plan, very satisfactory results have been achieved.

The High School of Commerce was opened nine years ago with an enrollment of 142 pupils during the first year. This year 897 applied for admission to



A Lecture Assembly of the High School

Instruction in speaking is carried on in the English classes. Every recitation starts with two extemporaneous talks. Each boy in turn is called on in this way. In addition, boys are strongly urged to present extra voluntary talks. The material for this part of the school work is taken from the papers and magazines on file in the different recitation rooms, notably the *Boston Transcript*, *System*, the *Atlantic Monthly*, the *Literary Digest*, the *Hardware Age*, the *Banker and Tradesman*, the *Outlook*, *Printing Art*, *Printer's Ink*, the *Review of Reviews*, the *Scientific American*, *Current Opinion*, and *Business Methods*.

Weekly instruction in voice culture is required throughout the first year. The success already acquired in this work warrants us in extending it and, hereafter, there will be exercises once a week in voice culture for all boys throughout the first three years.

Boys in business offices are often called upon to do a little typewriting. They are expected to be familiar with the ordinary manipulation of the typewriter, without necessarily being skillful with it. All boys at the school, accordingly, are given enough instruction in typewriting to be of assistance in case of need. Those who take phonography, however, are expected to become skillful with the typewriter.

Laboratory Work in Commercial Design

To aid the classroom instruction in advertising, laboratory work in commercial design is required of all boys. This course includes the designing of price tags and window cards, fancy lettering, harmony of colors, designing advertisements, and appropriate mechanical drawing. For boys who develop special skill in this direction, the School of Drawing connected with the Boston Museum of Fine Arts is available, and the pupils take advantage of it.

The ability to handle a switchboard



A Class in Typewriting at the School of Commerce, Showing the Method Adopted to Teach the Touch System of Typewriting

may be of assistance to some boys in making themselves useful to their employers. Therefore, theoretical and practical instruction in telephony is given to all boys at the High School of Commerce. The zone system is explained, the courtesy of the telephone is taught, and the operation of the switchboard is shown. After this each boy in the senior class in turn becomes the operator of the school switchboard of two trunk lines and seventy sub-stations for one day.

How Commercial Boston is Being Served.

The Boston merchant, in his ambition for foreign markets, must have young men specially trained to represent him. Such young men must be equipped not only with a knowledge of the people and the habits of foreign lands, but also with the language of these places. This is particularly true of the South American trade. The Boston High School of Commerce is prepared each year to furnish such young men. Already several graduates of the school have been used by Boston firms for foreign work. As the foreign trade increases, undoubtedly

there will be a greater demand for training in languages. In all our modern language work, especially in Spanish instruction, the aim is so to teach the language that it can be used practically in the commercial world.

vancement in the future must depend on the blood that is sent into its commercial enterprises now. The High School of Commerce appeals to such boys as will in their manhood have something to contribute to Boston's commercial success. For four years it gives them training in specific knowledge in a fundamental attitude toward life, in personal and co-operative enthusiasm, in persistence and endurance, and in eagerness to overcome obstacles.

During the early days of the school much pioneer work had to be done in order to get consideration of our product by the business men of the city. At the present time, however, a permanent clientele is being worked up by the school. Some business men call their employment difficulties solved because they rely on the school to satisfy their wants in this respect. The school is as jealous of its reputation and prestige as the most responsible business house and will submit only such candidates as in their four years' course have proved worthy of consideration.

Standing orders are on file at the school for young men of certain qualifications. They are filled as the proper young men come forward. The school, furthermore, submits candidates without request, when it recognizes ambitions and talents adapted to a particular concern. The problems of the school are not yet all solved. We have but fairly begun our work. The possibilities of what we can do for our young men and for the business houses of the city are almost limitless. In the meantime, it is much encouraged and inspired by the enthusiasm of its faculty, by the success of its graduates, and by the co-operation and appreciation of the business men of Boston.

131*	FIRST NAME	INITIAL	LAST NAME	DIVISION	BOSTON PUBLIC SCHOOLS SPECIAL EFFICIENCY RECORD High School of Commerce
I APPROVE OF THE EMPLOYMENT OF MY SON BY THE FIRM STATED BELOW ON THE DATE SPECIFIED					
					SIGNATURE OF PARENT
RECORD OF EFFICIENCY FOR					
19					
FILLED OUT BY			OFFICIAL POSITION		
FIRM NAME			DATE		
MARK FOR EFFICIENCY					MARK
A-EXCELLENT					B-GOOD
C-FAIR					D-POOR

Special Efficiency Record of the Students of the Boston High School of Commerce

Boston is a commercial city; its prestige and ad-

WITH THE ORGANIZATIONS

Meeting of the Advisory Committee to the Service Bureau

THE Advisory Committee to the Organization Service Bureau held its first meeting on February 5 and 6 and prepared a report which was presented to the National Chamber on the last day of the Annual Meeting. The Chairman of the Committee is Mr. S. Cristy Mead, Secretary of the Merchants' Association of New York. The other members are Munson Havens, Secretary of the Cleveland Chamber of Commerce, Joseph H. Beek, Secretary of the St. Paul Association of Commerce, Bruce Kennedy, Secretary of the Montgomery Chamber of Commerce, S. W. Campbell, Secretary of the National Shoe Wholesalers' Association, Henry I. Harriman of Boston, C. A. Johnson of Madison, Wisconsin, and Leon C. Simon of New Orleans, the last three being business men.

The report of the Advisory Committee to the Organization Service Bureau is printed in the regular edition instead of the supplement on account of its intimate relation to the department in this edition devoted to organization questions and for that reason is the only committee report that is not included in the supplement.

Following is the full report adopted by the Committee:

Development of National Organizations

Pursuant to a plan of cooperation between the Chamber of Commerce of the United States of America and the National Association of Commercial Organization Secretaries, concurred in by the National Trade Organization Secretaries, your Chamber of Commerce has installed a Bureau of Organization Service and has created this Committee for the purpose of determining the scope of the service and the methods by which it may be rendered.

The rise of community and trade organizations of the present active type has been comparatively recent, nearly contemporaneous and very general throughout the country in response to pressing trade and community needs. There were no precedents and no literature to guide in the formation and operation of this new movement with the result that each trade and community organization was obliged to blaze a trail for itself and adopt such form of organiza-

tion, such methods of operation and such fields of activity as, in the absence of experience and standards, were imagined or guessed to be adopted to the successful prosecution of that new type of trade organization and of community activity. The inevitable result was much experimentation in forms of organization, methods of operation and fields of activity. As time has progressed experience has demonstrated the soundness of some and the defects of others of these



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S. Cristy Mead

Secretary of the Merchants' Association of New York, Chairman of the Advisory Committee to the National Chamber's Organization Service Bureau.

things so that now there is in existence a large volume of experiences and of accomplishments, which if brought together, would form the basis from which recognized standards may in time be deduced.

It is the conception of your committee that the task committed to its charge is to gather from the many sources the results of these diverse and unrelated efforts; by analysis and classification to determine the best development of the state of this new art or science, and then to disseminate that knowledge to all who are interested. With such accurate information it is believed a general stimulus

to organization activity and efficiency will ensue; new bodies will form where none now exist; ineffective bodies may become effective; good organizations may grow to be excellent, and all will become better foundation stones upon which the Chamber of Commerce of the United States may rear a structure of even greater permanent efficiency. For the purpose of prosecuting this work your Chamber has provided a Bureau located at the Washington headquarters.

Scope and Field of the Service Bureau

Your Committee recommends that the scope and methods of operation of the Bureau in the prosecution of this work should for the present be along the following lines:

1. Scope

- (a) The acquisition of information
- (b) The testing and interpretation of the information
- (c) The distribution of the information

2. Method of acquisition

- (a) Through questionnaire
- (b) Through personal visits of the Chief
- (c) Through correspondence
- (d) Through reports of field men
- (e) Through study of organization documents

3. Method of distribution

- (a) Through letters in answer to inquiries
- (b) Through visits by the Bureau Chief
- (c) Through bulletins to Secretaries
- (d) Through the Nation's Business

It is your committee's belief that the acquisition of information and the testing and interpretation of that information must progress very materially before the Chamber through its bureau will be in a position to render the more complete and helpful service intended. But your Committee believes that pending the time when that point is reached in the development of the work, much of valuable information will have been received which, although not thoroughly analyzed and tested, would be of great suggestive value to various organizations in different parts of the country and that, therefore, such information should be passed on for what it may be worth.

4. Subjects for investigation:

It is further the conception of your

Committee that the functions of this particular line of activity relate to the structure and method of operation of organizations when properly organized and adequately equipped as to methods of operation. Accordingly in the judgment of your Committee the subjects for investigation and study by the Bureau naturally fall into three fundamental classes.

1. Plans of organization structure

- (a) Membership and dues
- (b) Board and Committee authority and jurisdiction
- (c) Budgets and audits
- (d) Bylaws and regulations

As indicated by the title this phase of the work relates exclusively to the structure of the organization.

2. Membership maintenance and increase.

This phase of the study has to do with the applying of the motive power of the organization.

3. Nature and method of organization activities.

This study relates to the material upon which the organization works and from which the organization produces its results. Among the organization activities which your Committee believes should be thoroughly studied are the following:

- | | |
|--------------------|-----------------|
| 1. Transportation | 7. Charities |
| 2. Credits | 8. Conventions |
| 3. Trade extension | 9. Good housing |
| 4. Employment | 10. Playgrounds |
| 5. Foreign Trade | 11. Etc., Etc. |
| 6. Agriculture | |

Interest in Work of Bureau

Although this Committee has been formed for only a few days, nevertheless tentative formation of the Bureau took place several months ago. Up to the present it has been handicapped in its work by the lack of any clearly-defined plan as to scope and method of operation. In spite of this fact, however, the need and demand for the kind of assistance which the work of this Bureau will afford is shown by the fact that many inquiries for information covering nearly every type of organization activity have been received by the Bureau and valuable information as to experiences in many organizations has been furnished from material thus far available. It is the opinion of your Committee that while the work under its supervision does not deal with fundamental national questions, it does, however, contemplate the rendering of a much-needed service by the National

Chamber to the organizations throughout the country. The importance of this service lies in the fact that unless the trade or community organizations, through which business men act in reference to the broad fundamental questions of principle or policy, both national and local, is effectively organized and operated the usefulness of that organization, in connection with those broad questions and as efficient members of the Chamber of Commerce of the United States, is limited if not destroyed.

Advisory Committee to the
Organization Service Bureau,
S. CRISTY MEAD, *Chairman.*

Scope and Object of Questionnaires

IN conformance with the wishes of the Committee, as expressed in their report, a series of questionnaires will be sent out, the first of which will deal with plans of organization structure. This will be followed by questionnaires on the subjects of membership maintenance and increase and nature and method of organization activities.

Letters received by the Organization Service Bureau indicate the importance of the subject of Organization Structure. A recent example is a letter from a Chamber of Commerce in which the statement is made that a large number of standing committees have been appointed and that it is seeking for activities to engage the attention of these committees.

Another letter gives a long list of activities, some fifty or sixty in all, covering practically every phase of organization work, and proposes to appoint as many committees as there are activities.

One of the objects of the questionnaires that are to be sent out will be to get information on this subject of standing committees. Many organizations believe that the subject matter and desirability of all activities should be carefully considered from every angle before the activities are undertaken, that only those should be selected that are of first importance and reasonably certain of accomplishment, and that no committees should be appointed except those necessary to attend to the activities agreed upon. Those who hold this way declare that a successful organization must achieve what it undertakes, that it can best do this by concentrating its effort on the more important items, that it cannot achieve success through scattered efforts on behalf of ill considered activities, and that while interested and active

committeemen are an asset, disinterested and idle committeemen are a menace.

There are many who believe that it is of value to give the largest possible number of members places on committees, whether such committees are or are not able to find serious work to engage their attention, that it is for the committees themselves, and not for the directors or management to discover the work to be done, and that the best results are obtained in this way.

It is the object of the questionnaire to get at the truth of this matter. This can be done only by gathering the experiences of those who appoint only such committees as are necessary to the carrying on of activities agreed upon, and comparing them with the experience of those who appoint the committees first and then leave it to them to find work to do.

Flexibility of the Plan

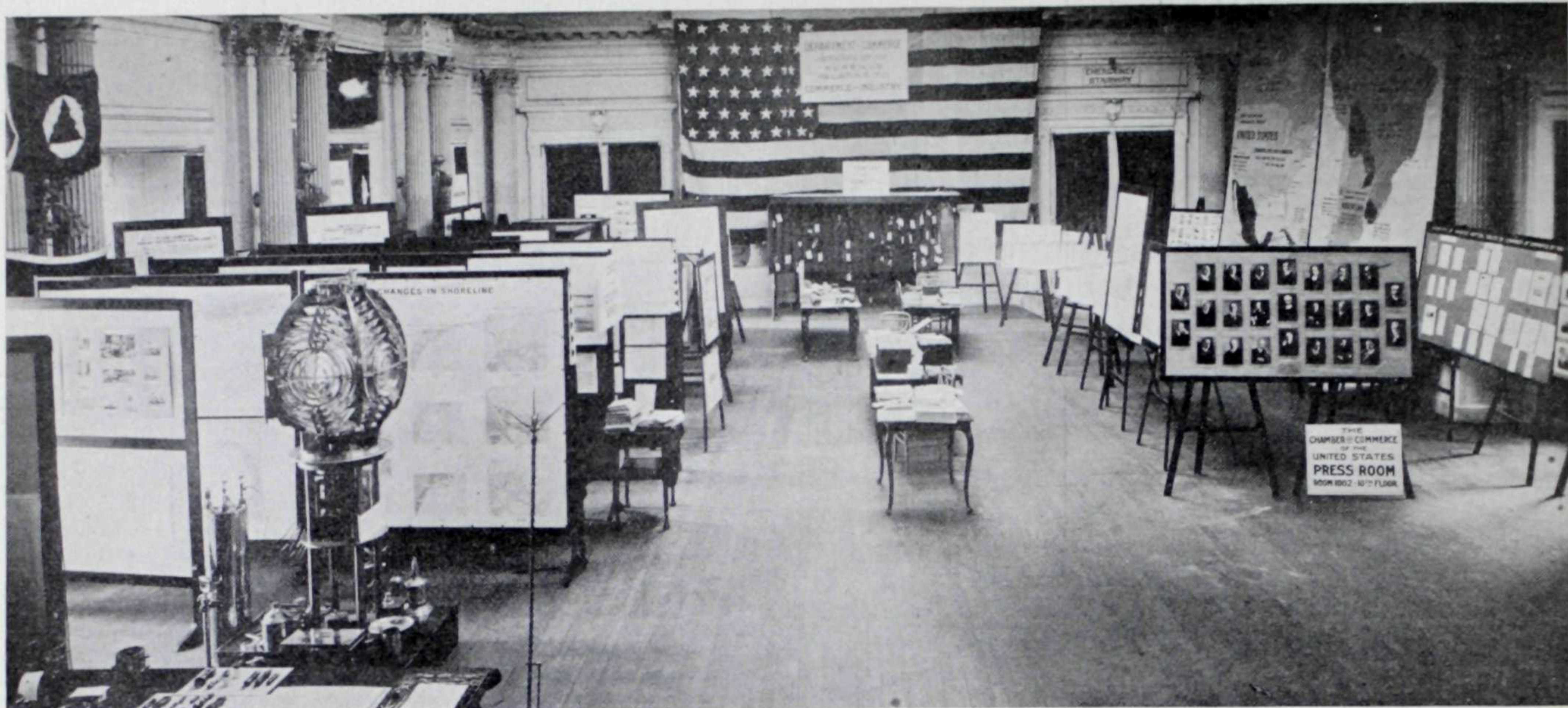
It is realized that a plan that meets with success in one city is no criterion for another unless conditions be similar. Therefore, for the purpose of making comparisons reasonable those replying to questionnaires are asked not only to give size of population, but predominating character of population, whether industrial, commercial or residential and the percentage, if any, of foreigners.

Other questions that will be asked will relate to membership qualifications, election of officers and directors, dues and other revenue, charges, if any, for special service, authority and jurisdiction of officers and committees, organization and financing of departments or bureaus, budgets and finance.

A most important subject is how best to engage and hold the interest of members in the work the organization is doing; how to get them to attend and take part in meetings, and how to get them to work as individuals for the good of the organization whenever an opportunity offers. Successful experiences along these lines will be gathered and studied in due course and should be of considerable value.

Other questionnaires will relate to membership maintenance and increase, which are subjects engaging the attention of practically every organization in the country, and these will be followed by questions concerning methods of conducting the many activities in which commercial organizations are engaged.

It is expected that Secretaries receiving these questionnaires will answer them fully and carefully and take all the time that may be necessary before giving the information.



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Exhibit of the Department of Commerce and the National Chamber in the registration room at the Fourth Annual Meeting

Commerce Exhibit at the Annual Meeting

SECRETARIES attending the Annual Meeting had an unusual opportunity of informing themselves regarding some of the things the government is doing in aid of business. Those who came several days in advance of the meeting in response to a special invitation from Secretary Redfield, were conducted on a tour of inspection of the various Bureaus of the Department of Commerce.

In addition, the Department installed exhibits on the tenth floor of the New Willard in a room adjoining that in which the Annual Meeting was held, and the many secretaries who attended the annual meeting were also given an opportunity of getting in touch with what the Department is doing and at the same time having the exhibits explained to them by competent attendants.

Navigation Exhibits

The Bureau of Navigation of the Department of Commerce showed a chart graphically depicting the increase and decrease in steam and sail tonnage from the year 1810 until the present time, a second chart showing the steamers of the maritime nations of the world by decades in millions of gross tons, and certain instruments for measuring wave lengths of radio stations and giving the code test to applicants for licenses as radio operators.

The Coast and Geodetic Survey showed topographic and relief maps,

charts of harbors, magnetic variations and changes in shore line. The Census Bureau displayed large diagrams showing increase in production quantity and value of explosives, petroleum refining, sugar refining, automobiles, cotton production and consumption, manufactures and steam laundries, together with maps of statistics of cities. It was but a short time ago that it was thought impossible to make a satisfactory lighthouse lens in America but the Bureau of Lighthouses showed such a lens together with graphic diagrams, charts and maps having to do with coast lines, lighthouses and buoys.

Standards for Commerce

The Bureau of Standards exhibited new industrial materials, sound and faulty steel ingots, defective rails and their study, specimens showing destructive effects of underground electric currents, textiles, samples of plain and quick hardening cement, wireless apparatus and methods of testing.

The Bureau of Foreign and Domestic Commerce displayed charts in colors showing at a glance our exports and imports and the excess of exports, together with collections of samples of hardware sold by Germany in England, and in the countries of Latin America.

The Bureau of Fisheries diagrammed the lobster industry in New England, the pearl industry of the Mississippi Val-

ley, sponge culture in Florida, diamond back terrapin culture on the South Atlantic Coast and the introduction of Pacific Coast salmon on the Maine Coast.

The Steamboat Inspection Service displayed models of a steamship made to scale, a life boat with disengaging apparatus, life float and boat davit with boat attached, drag for life boat together with standard and condemned life preservers and instruments used on ship-board for safe navigation.

The Pan American Union exhibited two large maps of the American Republics, in striking colors giving area, population, and value of exports and imports. The National Chamber displayed a chart of its plan or organization, a membership map, samples of publications and photographs of headquarters.

Americanizing the Alien

An exhibit of printed matter, charts and diagrams relating to the Americanization of the foreigner was made by the United States Bureau of Education, and consisted to a considerable extent of pamphlets issued by the National Americanization Committee and descriptions of the work done in Detroit. Those in charge of the exhibit stated that the Bureau of Education would mail pamphlets upon application, and this was of particular interest to secretaries whose organizations are contemplating taking up the work of Americanization.



President Wilson's Tribute To The National Chamber

I have followed with a great deal of interest, gentlemen, the work of this association, and my interest has been chiefly due to the fact to which I called your attention a year ago. You are beginning to know the other parts of the country just as well as you know your own part of it; and better than that, you are beginning to know what the other parts of the country think as well as what your part of the country thinks. And it will often happen, I dare say, that you will find that other parts of the country have an idea or two.

One of the best schools that I have attended I am attending now, the school which brings me into contact with men of all sorts, of all occupations, from all quarters of the United States; and brings in, more than I can assimilate of course, but an infinite deal of instruction and an infinite deal of inspiration and consciousness that the best function that I can perform is to register these interesting impressions; to understand, not to let my own opinions or prepossessions stand in the way of understanding, to try and make myself a vehicle by which to interpret the general life and purpose of the country.

And very few instrumentalities are, or will be, more serviceable than yours in this digestion and comparison of views, this frank assessment of the opinion of the business men, at least, of the country, with regard to all the great matters of public policy. I congratulate the country upon having such an instrumentality, and I think your own committees will testify that they have a broader conception of what this association can do than they had before, and that they have this as their leading conception, that the life of this country does not reside even chiefly in any center of population of the United States.—Woodrow Wilson addressing the Chamber of Commerce of the United States at the banquet of the Fourth Annual Meeting, February 10, 1916.



Just Out—

THIS special issue contains President Wilson's address at the Annual Meeting of the National Chamber and the other principal addresses of the great meeting. Business men everywhere—those who attended the great gathering and others who may have been prevented from coming—will want the

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